



PERS 41

Senior SWO Mentoring Brief



What's New

Surface Warfare Enterprise

- Surface Personnel Readiness Strategy
- Surface Warfare Enterprise
- CNO Diversity CONOPS
- Individual Augments
- LCS Manning
- FAOs
- Language Requirements
- MIW Force Manning
- JPME/PME
- EOOW Qualifications
- Increase in DH Bonus
- PA/ARO Selection & Assignment

- Bahrain Assignment Incentive Pay
- DH Screening Process
- Naval Expeditionary
Combat Command
- XO/CO Fleet Up
- Specialty Career Path XO/CO
- 410/411 Re-organization
- O4 Command as 3rd DH
Tour
- Early Roller Detailing Business
Rules
- Joint Duty Assignment
Business Rules



Surface Warfare Personnel Readiness Strategy

Surface Warfare Enterprise

- Approved by SWE EXCOMM
- Integrated with Navy Strategy For Our People
- Formerly known as Human Capital Strategy
- Available on SWE website (NKO)
- Designed to best position SWOs to fight ships and lead in the Joint environment

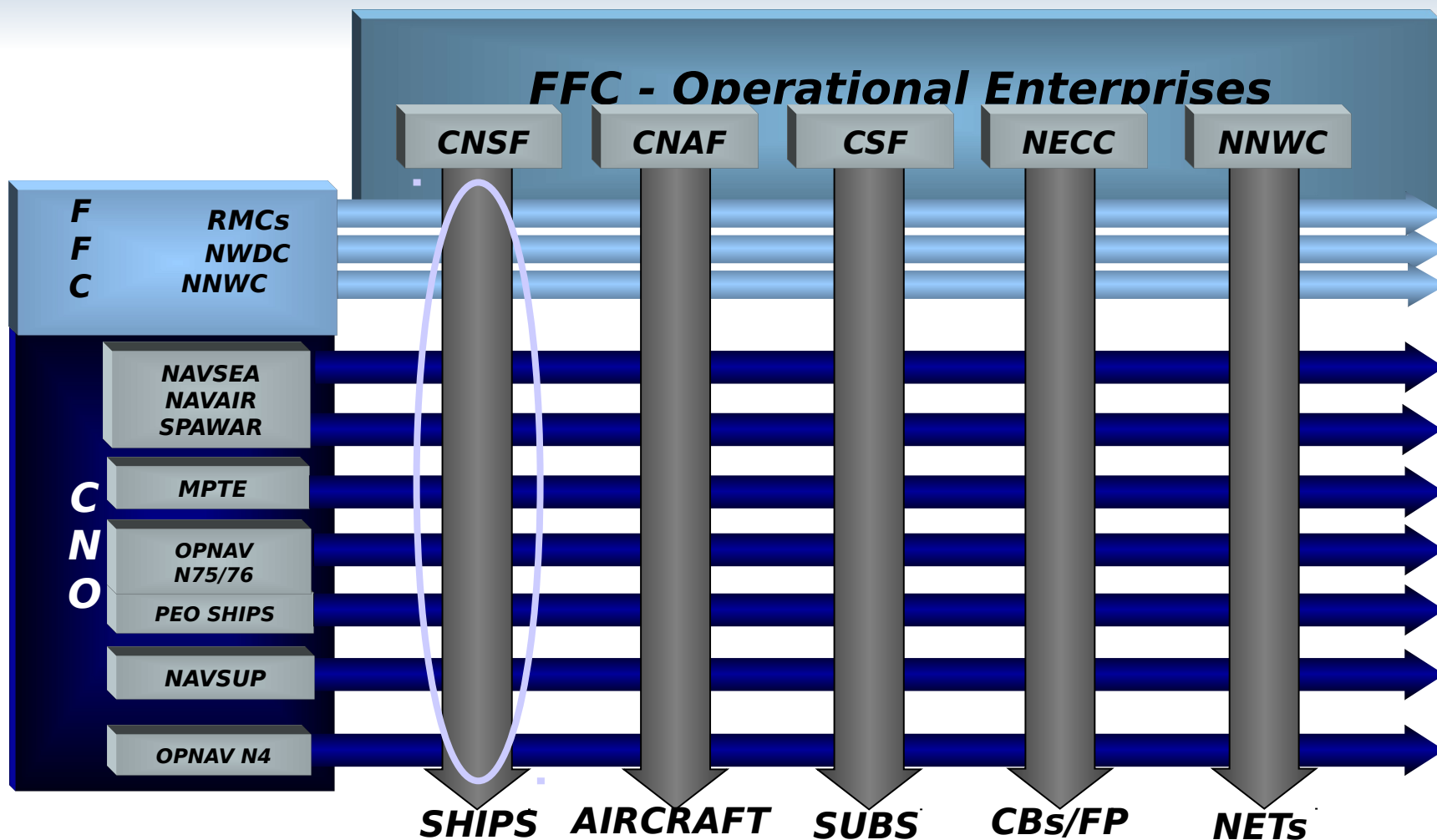
To access, develop, and deploy SWOs efficiently and effectively in pursuit of operational excellence



Operational Readiness Domains

Another look - Intersections Drive the Products

Surface Warfare Enterprise



Domain leaders have execution authority or influence over all domain resources.

Overall allocation/re-allocation among domains managed operationally by



Surface Enterprise Oversight

Surface Warfare Enterprise

*** EXCOM**

SWE Board of Directors (BOD)

VADM Etnyre, CNSF

*VADM Sullivan, NAVSEA

RADM Thompson, OPNAV N41

RDML Goddard, V-NAVSEA

*RADM Nowakowski, DCNSF/CNSL

RADM Hamilton, PEO SHIPS

CO, MARMC (Lead RMC)

*RADM McCullough, N76

RADM Stone, NAVSUP

RADM Robb, OPNAV N43

*MGEN Nash, N75

RDML Holloway, PERS4

RDML Landay, PEO LMW

*RDML (Sel) Shatynski, CNSF

RDML Frick, PEO IWS

NNWC Representative

VADM Moran, MPT&E

VADM Harvey, CNP

RADM Slaght, SPAWAR

VADM McArthur, NETWARCOM

RADM Weaver, CNI

RADM Kelly, NWDC

VADM Fitzgerald, C2F

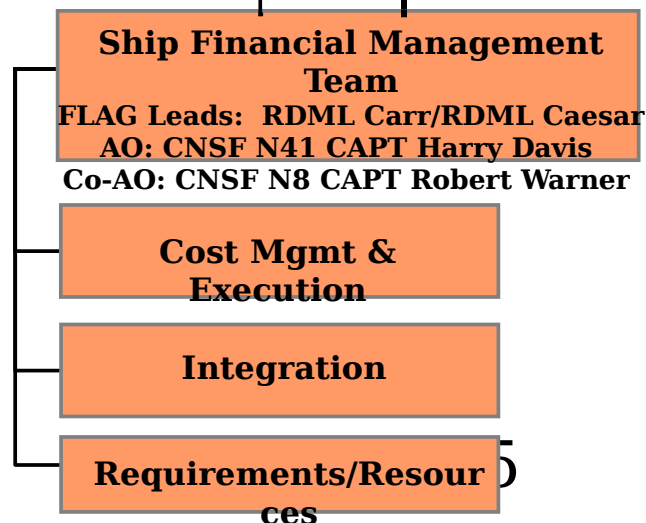
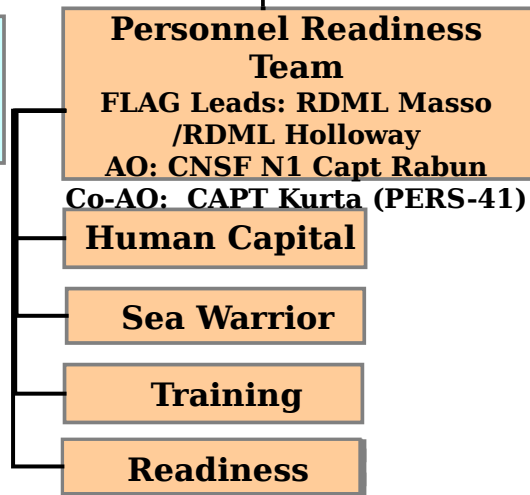
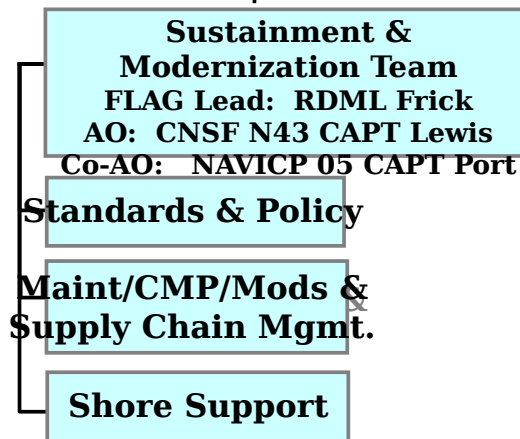
VADM Costello, C3F

VADM McCarthy, OPNAV N4

Thomas Group contracted to facilitate BOD and Directorate start-up

**VADM Sullivan, NAVSEA
Chief Operating Officer**

DCNSF





Surface Warfare Enterprise

Surface Warfare Enterprise

- **Surface Enterprise is in full swing**
- **For many of us, it will become our “day job”**
- **The Enterprise must change our traditional notions of the “player” billets**



Navy Diversity Strategy

Surface Warfare Enterprise

- Accessions

- Match/exceed available market – project to future demographics
- Measures of effectiveness may be different for some communities
- Track progress to narrow any gaps between accessions / college population and forecast future workforce

- Promotion

- Enhance selection rates across all demographic groups by ensuring assignment, training, mentoring, educational policies and programs offer maximum opportunity to attain the professional qualifications necessary to successfully compete for promotion

- Retention

- Equivalent rates across all demographic groups

- Organizational Commitment

- Increase trend in commitment/satisfaction
- Decrease gap in perceptions of demographic groups on climate surveys



CNSF Diversity CONOPS

Surface Warfare Enterprise

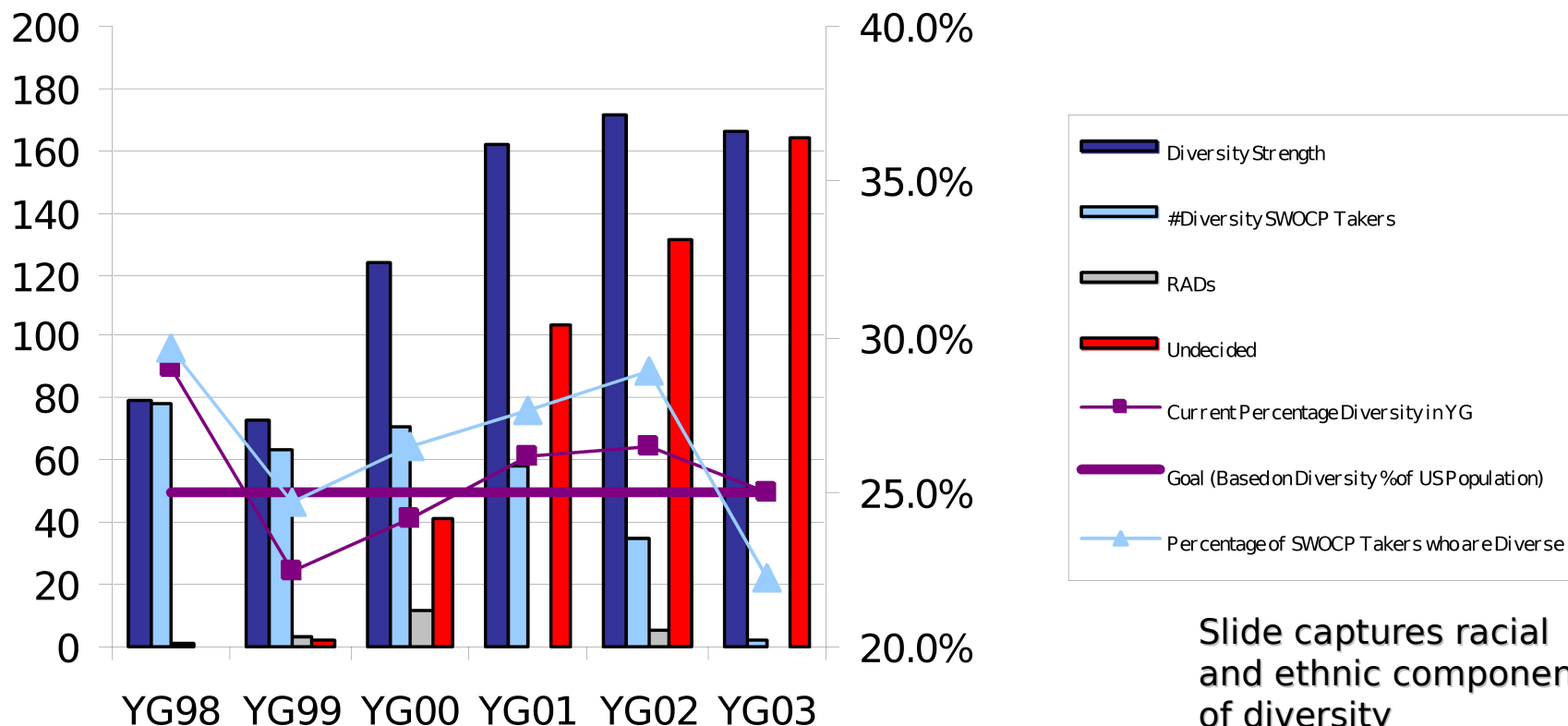
Institutionalize a culture which fully leverages and values our diverse workforce

- **Assessment: Appreciative inquiry into recruitment, retention, and promotion guidelines that have resulted in current total force demographics**
 - Capt Bob Ford assigned as Diversity Officer
 - Baseline SWE minority/female demographics by rank, rate, rating, NEC, ship, shore establishment and training or education site
 - Produce a website for all minorities to access their ethnic group to see photos and bio's on all leaders in the SWE including Flag Officers/Senior Executive Service, Commanding Officers, Command Master/Senior Chiefs, Sailors of the Year, Flag Aides, and other leaders of our community of female or minority status
 - Pulse commands to determine what mentoring programs currently exist, how these mentors are trained and how their mentoring is measured at individual commands
 - Measure the assignment processes for all Enterprise Flag Officers and commands to ensure a diverse pool of candidates for all nominated-type billets
 - Submit to CNO on behalf of the SWE a request that CNO/CNP officially restore the use of minority stamps and photographs on personal records on selection boards to assist all Navy Enterprises in properly identifying our minority personnel
 - Ensure that admin screening boards such as XO/CO precepts capture the essence of the diverse total force such that all records are afforded their best opportunity for selection
 - Provide timely, concise, and dependable demand signals to other Enterprises that intersect with the SWE in these matters
 - Study ways in which our female Sailors can serve in our Navy and have families too



Community Diversity

Surface Warfare Enterprise



Slide captures racial and ethnic components of diversity

GWOT Requires “Diversity of Thought”



SWO Diversity Toolkit

Surface Warfare Enterprise

- Goal: Develop leaders who reflect our Navy, its Ethnic make-up, gender mix and cultural diversity
- Initiatives:
 - Engage Diversity Officers with Senior Mentors
 - YG99 Engagement: Top 100 and all Diversity Officers
 - » YG 00: Diversity First
 - RADM Loewer's "Network News"
 - » All Women SWOs including New Accessions
 - » Good News Stories & Important Issues
 - Detail Diversity Officers to key Community billets (Role Models and Mentors)
 - Nominative billet packages include Diversity Officers
 - » Finite number of Senior Diversity Officers
 - Engage Professional Organizations
 - Navy League
 - National Naval Officers Association
 - Diversity Engineering Associations
 - National Association for the Advancement of Colored People

Sustained Mentoring; Stake in the Corporation



CNO Diversity Reading List

Surface Warfare Enterprise

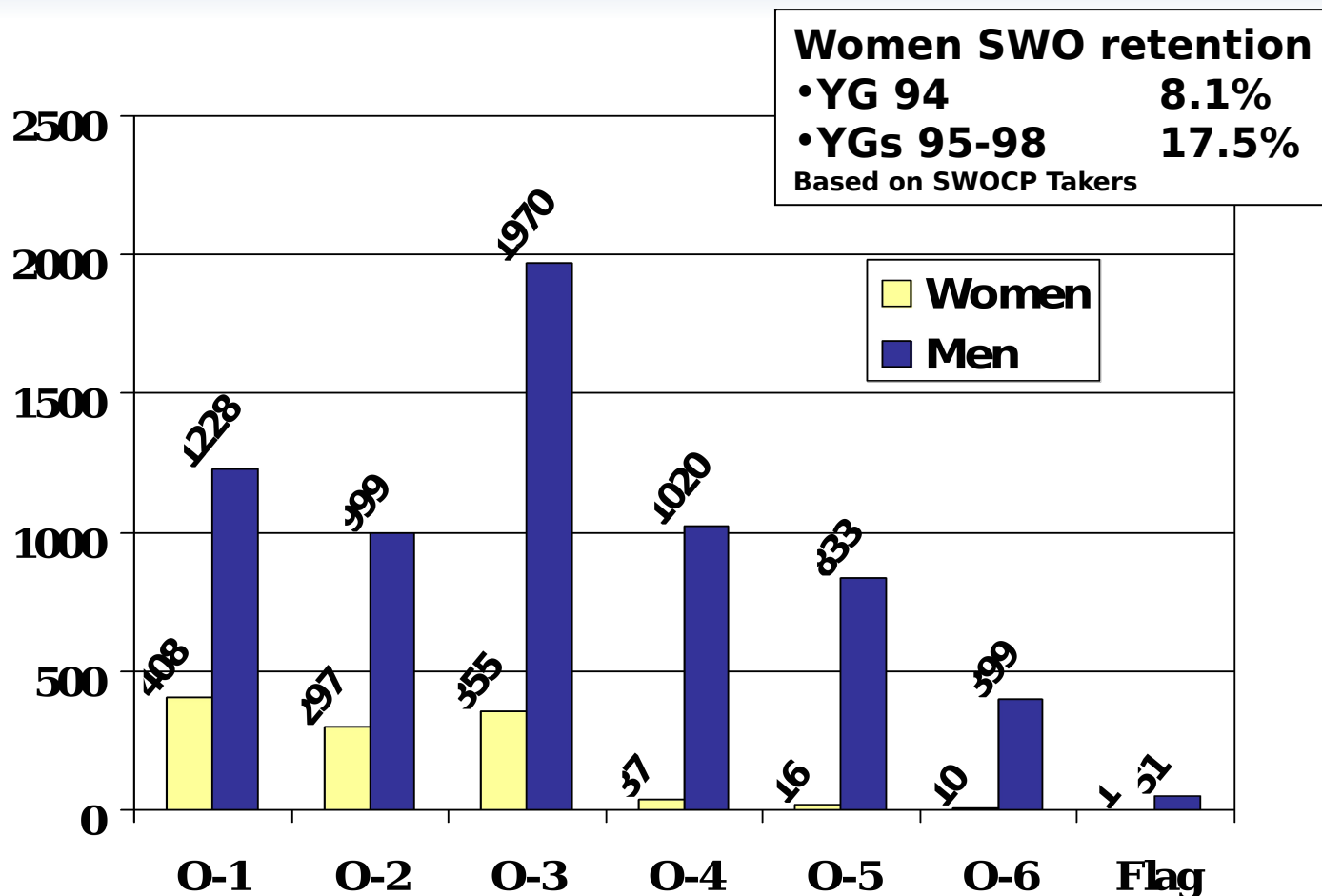
- History Oriented
 - **Not All Black & White: Affirmative Action & American Values** (Chris Edley, Jr.)
 - **Substance of Things Hoped For** (Samuel Dewitt Proctor)
 - **Three part account of the civil rights movement by author Taylor Branch:**
 - **Part 1: Parting the Waters - America in the King Years 1954-63***
 - **Part 2: Pillar of Fire - America in the King Years 1963-65***
 - **Part 3: At Canaan's Edge - America in the King Years 1965-68***
 - **Mirror To America** (John Hope Franklin)
 - **Black Titan: A.G.Gaston and The Making of a Black American Millionaire** (Carol Jenkins & Elizabeth Gardner Hines)
 - **On Her Own Ground : The Life and Times of Madam C.J. Walker** (A'Lelia Bundles)
- Implementation Oriented:
 - **Implementing Diversity** (Marilyn Loden)
 - **The Elements of Mentoring** (W. Brad Johnson and Charles R. Ridley)
 - **When Affirmative Action Was White** (Ira Katznelson)
 - **The Other Face of America** (Jorge Ramos)
 - **Mentoring and Diversity** (David Clutterbuck and Belle Rose Raggins)
 - **The Diversity Scorecard** (Edward E. Hubbard)
 - **Communicating Diversity** (DR. Samuel Betances)



Current Women SWO Inventory

Surface Warfare Enterprise

Women SWOs	
YG99	38
YG00	100
YG01	122
YG02	151
YG03	146
YG04	175
YG05	181



Women SWOs Retain at Half the Rate of Men



Women SWOs in Critical Billets

Surface Warfare Enterprise

- **CAPT Ann O'Connor**
 - CO Training Support Center Hampton Roads
- **CAPT Pam Markiewicz**
 - COMPACFLT Deputy N3/N5
- **CAPT Donna Looney**
 - Commodore PHIBRON 2
- **CDR Carol Hottenrott**
 - CO USS HOWARD (DDG 83)
- **CDR Rinda Ranch**
 - CO USS THACH (FFG 43)
- **CDR Deidre Mclay**
 - CO PCU FARRAGUT (DDG 99)
- **LCDR Kristy Doyle**
 - P-XO/CO USS FREEDOM (LCS 1)
- **LCDR Kristin Jacobsen**
 - XO USS FORD (FFG 54)
- **LT Jennifer Eaton**
 - CO USS TYPHOON (PC 5)
- **CDR Lisa Franchetti**
 - USNA Battalion Officer
- **CDR Mary Jackson**
 - P-CO USS MCFAUL (DDG 74)
- **CDR Esther McClure**
 - CO USS ARLEIGH BURKE (DDG 51)
- **CDR Teresa Sanford**
 - CO USS ELROD (FFG 55)
- **LCDR Lynn Acheson**
 - OPNAVN392, Strategic Plans
- **LCDR Kristen Stengel**
 - XO in USS JOHN PAUL JONES (DDG 53)
- **LCDR Nikki Bufkin**
 - XO in USS MOBILE BAY (CG 53)
- **LCDR Etta James**
 - XO USS WHIDBEY ISLAND (LSD 41)
- **LCDR Camille Parra**
 - REA, USS EISENHOWER (CVN-69)
- **LT Marissa McClure**
 - CO of USS TEMPEST (PC 2)



USNA LEAD Program

The USNA Company Officer Masters Program

Surface Warfare Enterprise

The Process



- Top-notch LTJGs & LTs
 - Must have ISIC endorsement
 - **Requires interview by 1st Flag Officer in Chain of Command**
- Sustained superior performance at sea
- Competitive Undergraduate record
- 4 Primary & 3 Alternates picked - Finalists approved by CNSF and USNA
- Participants assigned to USNA for 3 years
 - 1st year spent as a student
 - Final two years as a Company Officer
- Graduates receive a Master of Science in Leadership and Human Resource Development From NPS

Need Female SWO's



Individual Augments

Surface Warfare Enterprise

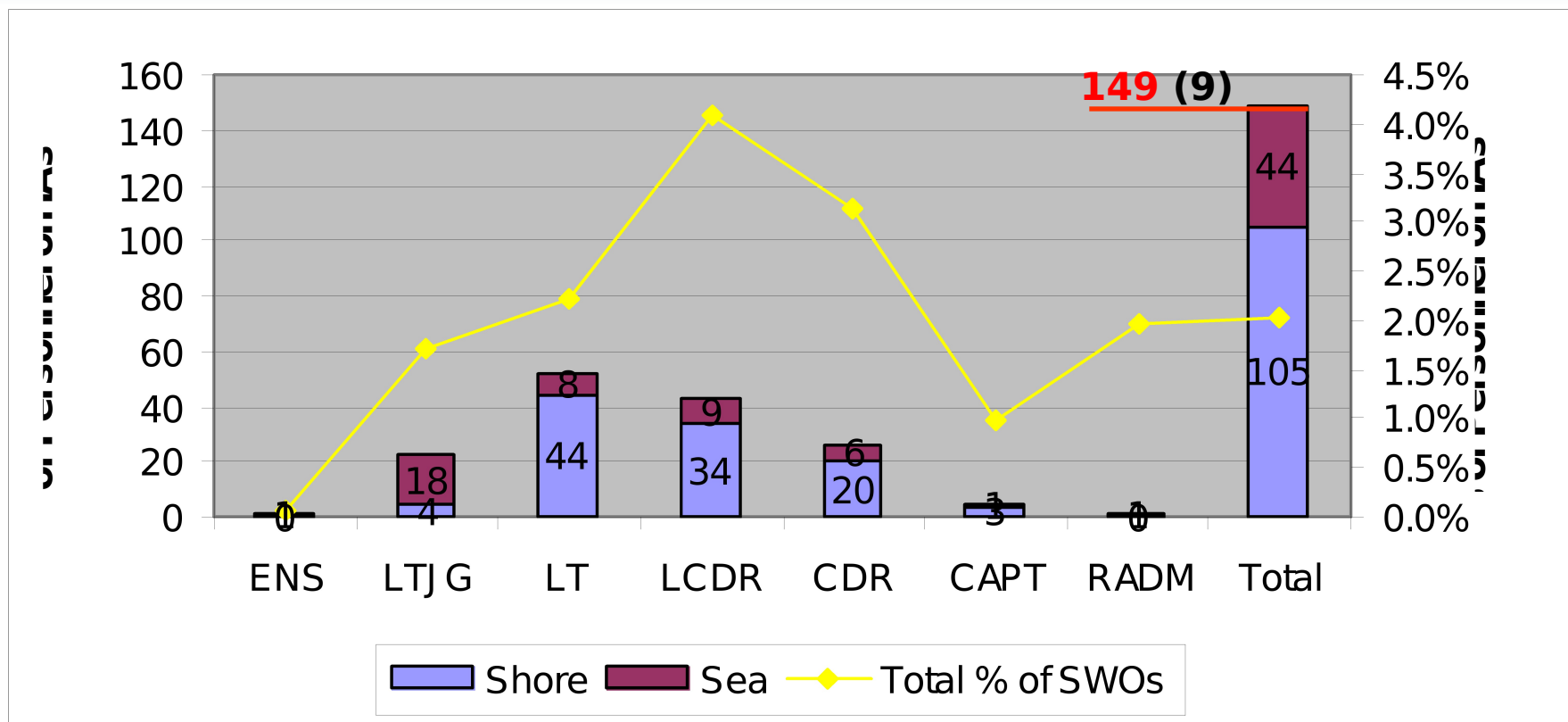
- Currently Over 110+ Surface Warfare Officers From O2 to O7 In IA Billets, ~18 Months
- Increasing Number Grant Joint Duty Credit
- Increasing Number Coming from Sea
- Not Detailed by PERS-41
- Command Billets (PRTs)
- Navy Committed to Sending Our Best
- May Conflict with “Normal” Career Path
 - Some in lieu of 2nd Divo, 2nd DH Tour
- Approved Business Rules for SWOs
 - Divo must have EOOW
 - DH must have TAO
 - Ready for next shipboard tour





Individual Augmentation

Surface Warfare Enterprise



CNSF Business Rules for JO IAs from Sea Duty

Focus on Ground Supporting SWO's



LCS Manning

Surface Warfare Enterprise

- XO/CO Fleet Up
- XO's are Command Screened Post-XO Tour Officers
 - Only for Pre-Commissioning Crews
- Manning Construct
 - 6 Crews for initial 4 hulls (Blue/Gold for First 4 Hulls)
 - 4:3 or additional Blue/Gold for follow-on hulls
- IP Officers will have difficulty meeting Demand Signal



USS FREEDOM/LCS 3 Timeline

Surface Warfare Enterprise

- December 05
 - *FREEDOM Blue* Crew arrived in Norfolk
- January 06
 - LCS-3 Keel Laid
- February 06
 - Stood-up *PCU FREEDOM* in Wisconsin
- March 06
 - *FREEDOM Gold* Crew arrived in Norfolk
- August 06
 - *FREEDOM* Builders Trials
- October 06
 - *FREEDOM* MIW mission package delivery
- December 06
 - *FREEDOM* Delivery
 - *FREEDOM Gold* Crew stand-up
- December 06
 - Stand-up LCS-3 PCU in Alabama
 - Begin phase delivery of LCS-3 MIW modules
- Early 07
 - LCS-3 Launching
 - LCS-3 Blue Crew stand-up
- Mid 07
 - LCS-3 Builders Trials
- October 07
 - LCS-3 Delivery
 - LCS-3 Gold Crew stand-up



Foreign Area Officers (FAOs)

Surface Warfare Enterprise

- New Restricted Line Community
- URL Subspecialty
- FAOs will Specialize in 1 of 11 Foreign Areas
 - EUCOM/NAVEUR/SIXTHFLT Career Track
 - (1) North Africa (2) West Africa (3) Europe (4) Russia and Eurasia
 - CENTCOM/NAVCENT/FIFTHFLT Career Track
 - (1) Middle East and South Asia (2) East Africa
 - PACOM/PACFLT/SEVENTHFLT Career Track
 - (1) India and South Asia (2) China (3) Northeast Asia (4) Southeast Asia
 - SOUTHCOM/NAVSOUTH/SECOND and THIRD fleets Career Track
 - (1) Latin America and the Caribbean
- First Board held in December (NAVADMIN 234/05)
 - 25 New Build FAOs from YGs 92-97
 - 3 Years of Training in Monterey followed by Area Tour
 - 25 Enhanced FAOs from YGs 79-94
 - Officers Already Designated Sub-specialists or with Foreign Expertise
- FAO Community Eventually ~ 500 Officers



Defense Language Roadmap

Surface Warfare Enterprise

- All Junior Officers will have to know a language
 - Accession Source Training
 - DLI/PEP Tour
- Cadre of Language Professionals
- 25% in Strategic Language
- All Services are Presenting Plans to OSD
- Eventual Requirement for Flag Selection



MIW Billets

Surface Warfare Enterprise

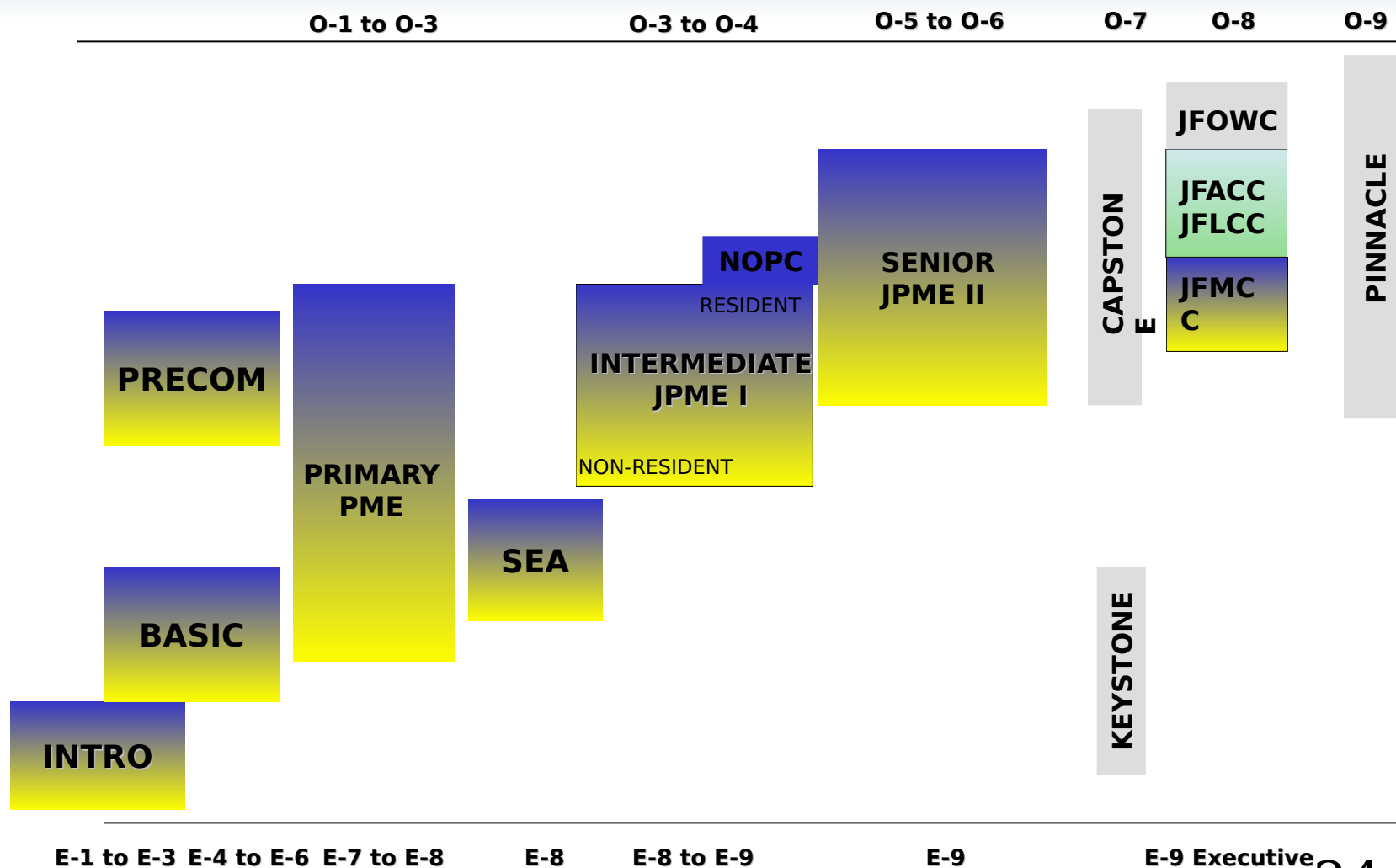
- EOD Officers will No Longer Fill Division Officer Billets on MIW Ships
- Big Navy & Community Leadership Dedicated to Improving the MIW Core Competency
 - Contributing Dollars, Personnel & Training
- Billets at All Levels
 - 1st Tour DIV: SUPPO & 1st LT
 - 2nd Tour DIV: OPS & DCA
 - 1st Tour DH: CHENG
 - 2nd Tour DH: XO
- First LCS Mission Module = MIW Mission Module

Quality Officers to Quality Billets



PME in the Navy Where We're Going

Surface Warfare Enterprise





SWO JPME Completion Hierarchy

Surface Warfare Enterprise

- JPME Phase I can be earned via (in order of priority)

- JAWS (JFSC) (1/year)
- Naval War College (33/year)
- Other Services War College (20/year)
- Naval Postgraduate School (100/year)
- Foreign War College (3/year)
- Non-Resident Seminar Course (unlimited)
- Correspondence Course (NWC = 600/year; AWC = 500/year)

157 In-residence/yr

- JPME Phase II can be earned via (in order of priority)

- JAWS (JFSC) (1/year)
- National War College [NDU or ICAF] (16/year)

49 In-residence/yr

- Requirements:
 - JPME I required by FY09; Waiver approved by CNP to allow completion before assuming command
 - "Quality Cut" for ALL war colleges = screened or looks left for next admin career milestone
 - CNO approve War College Slates, both inbound and outbound
 - In residence JPME II changes
 - NWC will offer in-residence Phase II Aug 06 ('06 to '08, PH I & II for senior course)
 - BY 2008, NWC in residence Phase I & II will be completely different courses



Graduate Education

"Capitalize on our Officers' Genius"

Surface Warfare Enterprise

- Graduate Education for All SWOs
- Issue is When and Where
 - Naval Postgraduate School (NPS)
 - Naval War College (NWC)
 - USNA Company Officer LEADS Program (M.S. from NPS)
 - SWO MBA Program (MBA from Harvard, Wharton, Kellogg, UCSD, Univ of Rochester)
 - GEV & Instructor Program (18/12 at ATGs/ATRC/SWOS)
 - Tuition Assistance (TA)
 - Distance Learning Programs

Over 80% of SWO O5s Have Their Master's Degree



NPS Graduate Education Strategy

Surface Warfare Enterprise

- Push to Overfill Tech Degrees
 - 60/40 Technical/Non-Technical Split
- Senior SWO Engagement & Detailer Focus
 - Fill MOVES & USW
- FM & NSA Continue to Require SWOCP
- JPME Phase I Completion During NPS

**All NPS Students Get Their JPME
Phase I!**



Graduate Education + Teaching Program

The USNA Instructor Masters Program

Surface Warfare Enterprise

The Process

- Top-notch LTs or LT selects
- Sustained superior performance at sea
- Competitive Undergraduate record
- SWOCP Taker
- 1 year Graduate School at DC Area University or NPS followed by 2 years instructor duty at USNA
- Eligible Academic Disciplines
 - Computer Science
 - Electrical Engineering
 - Physics
 - Math/Operations Research
 - Mechanical Engineering
 - English
 - History
 - Chemistry
 - Naval Architecture/Ocean Engineering
 - Weapons and Systems Engineering



WWW.USNA.EDU/ACDEAN/OFFPOS/GET.HTM



JPME Requirement for Command Screening

Surface Warfare Enterprise

- JPME Phase I is a requirement for FY09 and future Commander Command Screening Boards (affects Officers on their 1st Look only)
- FY09 Command Screening Board (1st Look only)
 - Apr 2008 XO/CO Fleet Up Commander Command Board
 - PYG 06 1st Look
- FY10 Command Screening Board
 - April 2009 XO/CO Fleet Up Commander Command Board
 - PYG 07 1st Look and PYG 06 2nd Look
- JPME Phase I can be earned via:
 - Correspondence Course
 - Naval Post Graduate School
 - Naval War College
 - Other Services War College



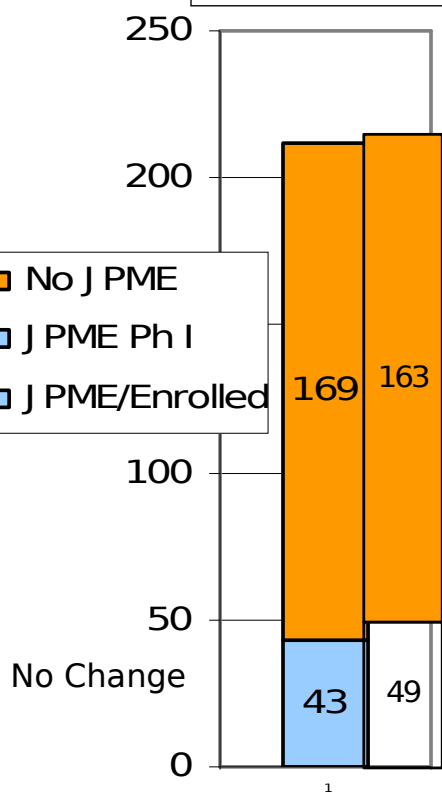
JPME Ph I Requirement for CDR CMD

(PYG 06)

Surface Warfare Enterprise

Where We Are

Today
As of Apr 06

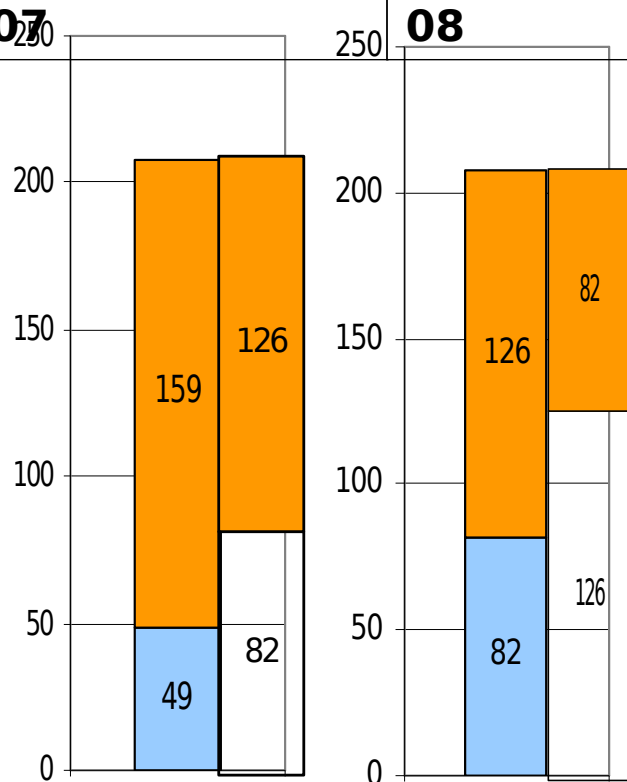


Initiatives

- New Detailing Rules
- Selectively Detail Quality Officers to War Colleges
- 82 Officers will need to complete JPME via CD-ROM/Seminar prior to Command

Where We are

Projected APR 07 **Going**
Projected Apr 08



*No Change

Policy Decision: JPME Ph I Required Only Prior to Assuming Command

PYG 06 to Assume Command in CY 2012



Joint Requirement For Flag

Surface Warfare Enterprise

- JSO Required for all URL Flag Selects at Dec 07 RDML Selection Board
 - Navy is still defining JSO for this board
- Title 10, Other Joint Promotion Requirements
- Potential JPME Phase II Requirement Change

Requirements Challenge Detailing Flexibility



JSO Requirement for Flag

(YG 81-83)

Surface Warfare Enterprise

Where We Are

Today

As Of Apr 06

Initiatives

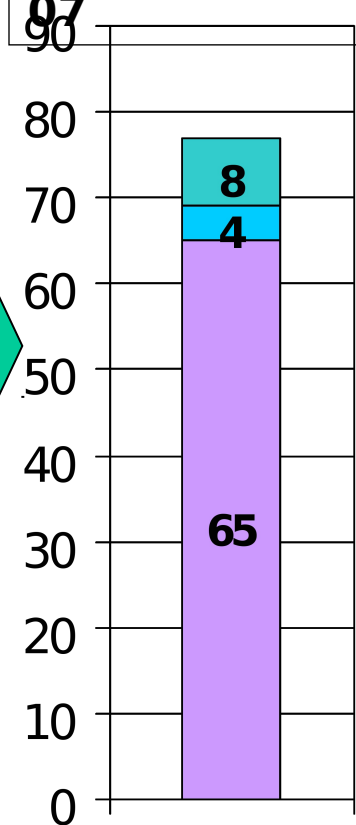
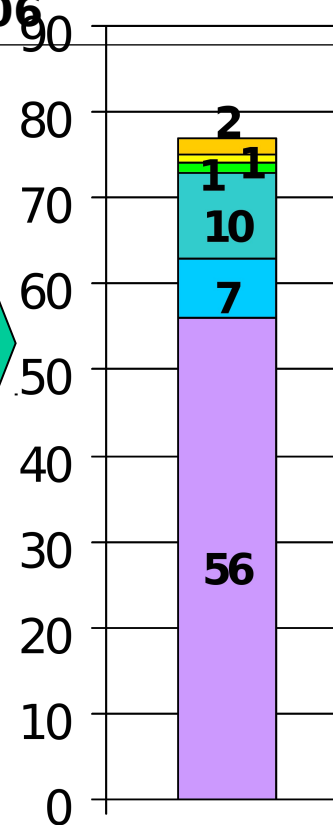
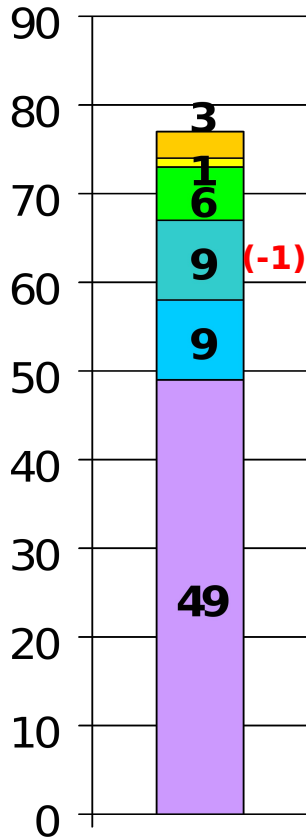
- New Detailing Rules
- Selectively Detail Officers to JPME and JDAL Tours

Where We are

Going

Projected Dec 06

Projected Dec 07



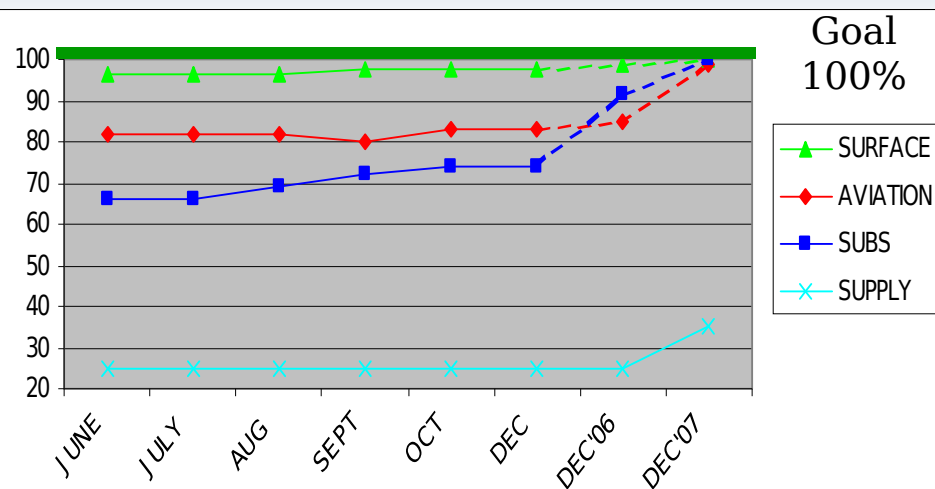
Our Best & Brightest Fill In-Residence War College Seats



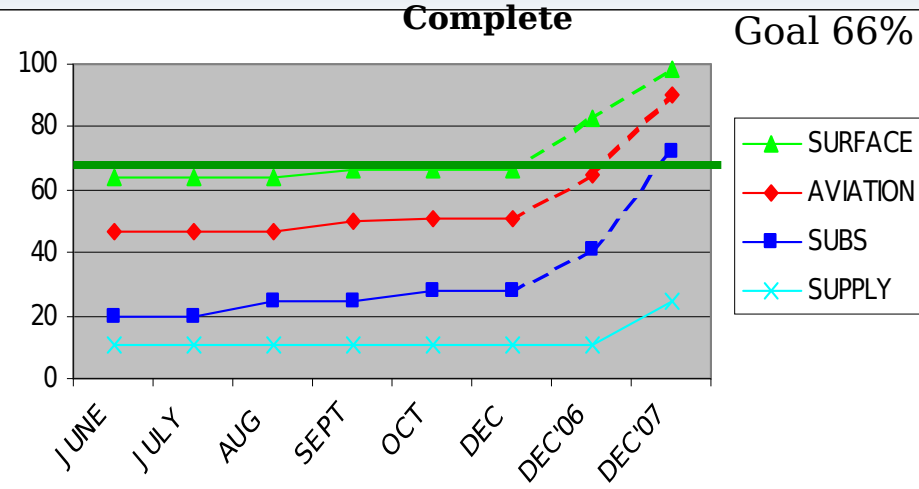
MAJOR COMMAND JOINT STATISTICS (YG 81-83)

Surface Warfare Enterprise

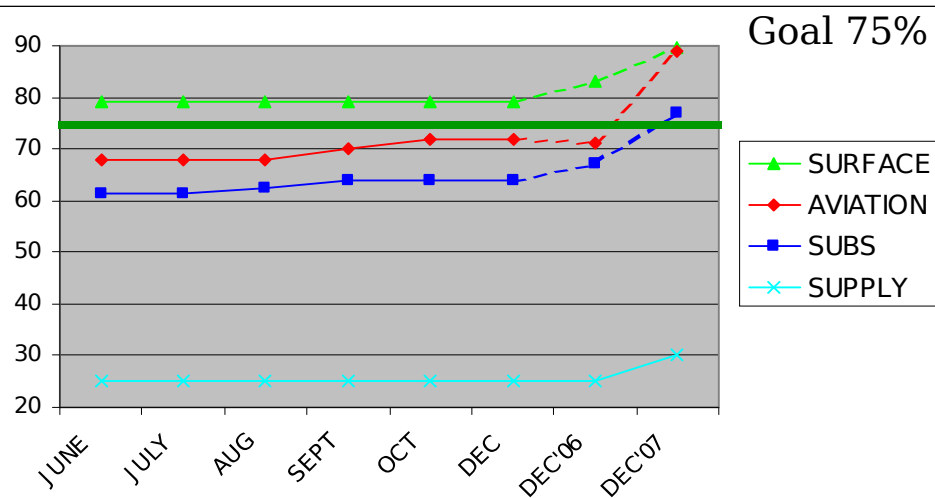
% JPME I Complete



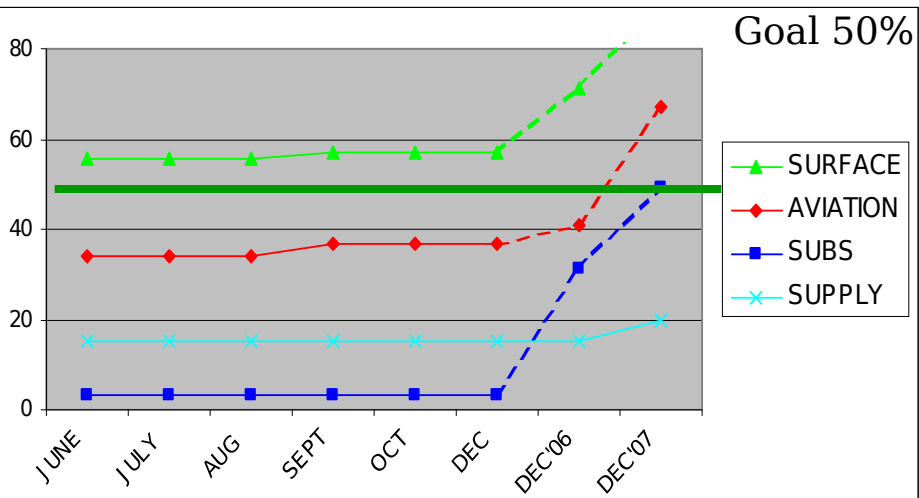
% JPME I & II
Complete



% JDA Complete



% JSO Complete





EOWW Requirements

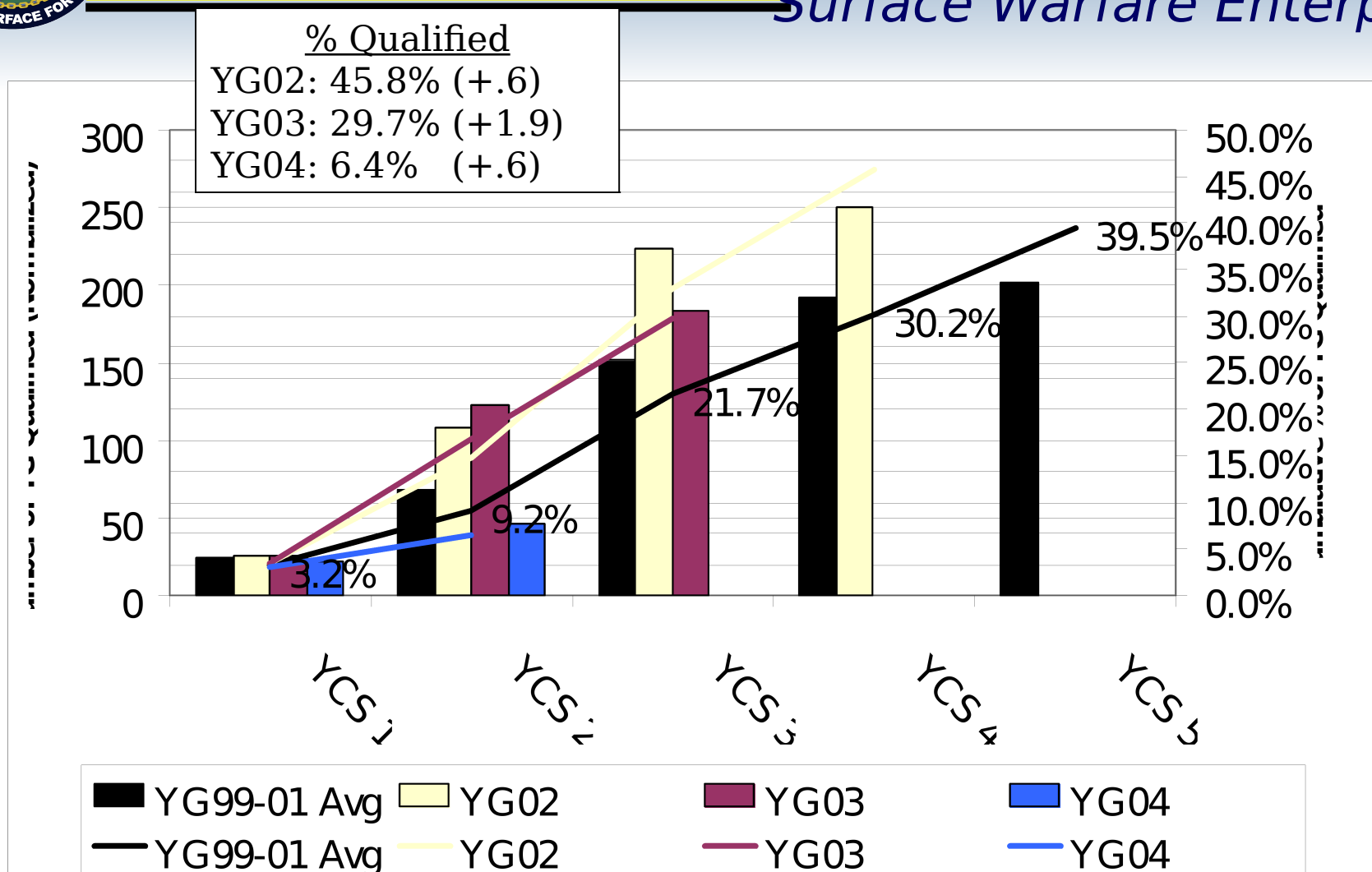
Surface Warfare Enterprise

- Fundamental SWO Core Competency
- Requirement for Command Qualification
 - Including LT and LCDR Command
- Vision is for all Division Officers to be EOWW qualified
- Primary discriminator in slating
- Basis to slate to 2nd tour DIVO billets
- Early is best!!



EOW Qualifications

Surface Warfare Enterprise



YG02/03 Completing EOW At Higher Rate Than Average



Junior SWO CSRB

Surface Warfare Enterprise

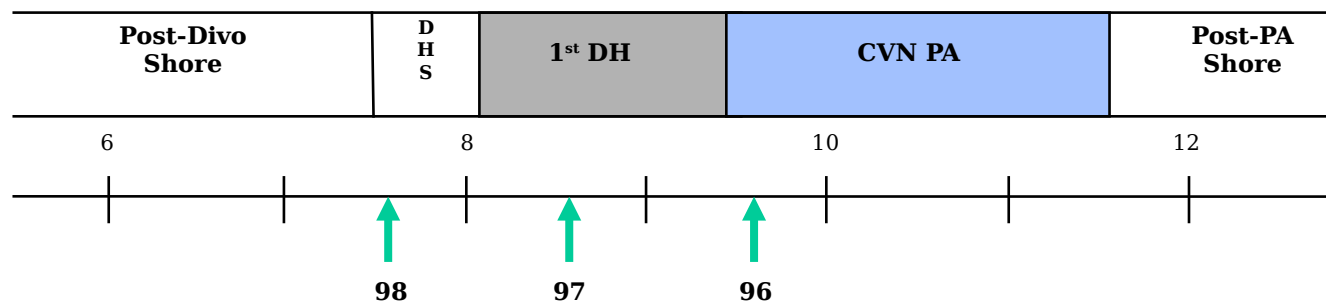
- \$25K Incentive Pay for Department Heads (YCS 6, 7, 8)
 - YG98: \$5K, YG99: \$10K (2 payments), YG00 & Junior: \$25K
 - YCS 6: \$15K, YCS 7: \$5K, YCS 8: \$5K
- **Required to submit separate application from SWOCP**
- **Eligibility**
 - Qualified and serving as a Surface Warfare Officer (designator 111x) and assigned to PERS-41 for detailing
 - Permanently appointed LT
 - Completed two Division Officer tours or a single longer tour per the Division Officer Sequencing Plan as assigned by PERS-41
 - Have not completed more than 25 years of active duty, and will not complete 25 years of active duty before the end of a JR SWO CSRB contract; subject to subsequent legislative action
 - Sea duty assignable as defined by BUMEDINST 1300.2. Officers deemed not sea duty assignable at YCS 6, 7 or 8 will be ineligible for JR SWO CSRB during that period. Should an ineligible Officer subsequently become fit for sea duty, they will resume eligibility to receive CSRB payments applicable to their current YCS
 - Completed 5 years of commissioned service
 - Approved for SWO continuation pay (SWOCP) contract



PA Screening Board

The First Board

Surface Warfare Enterprise



- ✓ **Impact spread across three YGs**
- ✓ **Board screen rate greater than 90%**

First Board held in April 2006

	PA	PA Alternate	Not screened
YG 96	24/25	1/25	0/30
YG 97	27/30	3/30	0/30
YG 98	20/29	2/29	7/29 (Approved RADs)

- ✓ **Board held in Millington, like all other boards**
- ✓ **RADM McCullough Board President**

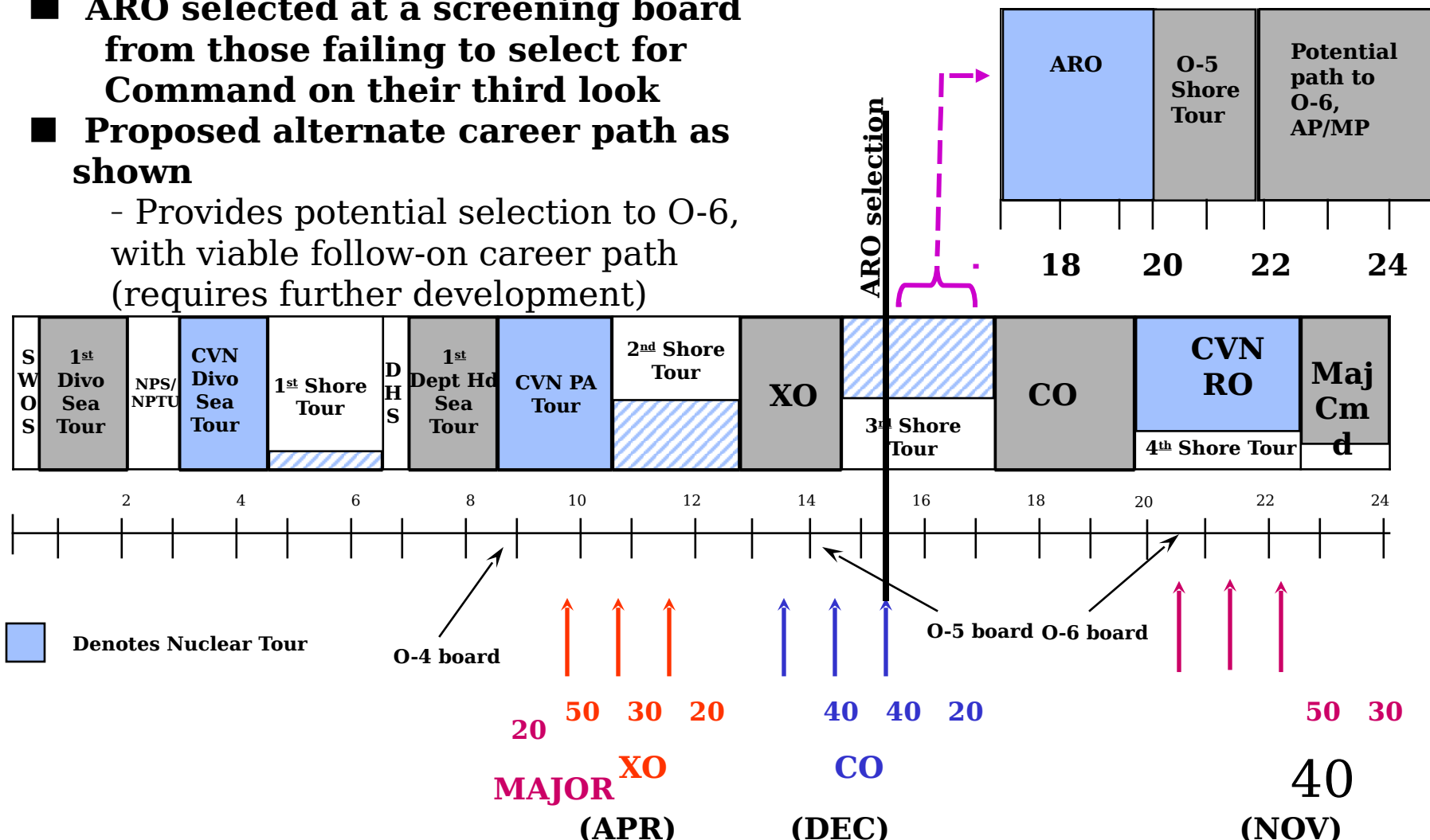


Notional SWO(N)/ARO Career Path

Surface Warfare Enterprise

- ARO selected at a screening board from those failing to select for Command on their third look
- Proposed alternate career path as shown

- Provides potential selection to O-6, with viable follow-on career path (requires further development)





Bahrain Assignment Incentive Pay (AIP)

Surface Warfare Enterprise

- \$500/month to extend in a designated continuity billet for a minimum of 18 months
- Payable in addition to Senior CSRB
 - If billet is eligible
- Not limited to 18 months
 - Officer can volunteer for longer tour length



Department Head Screening

Surface Warfare Enterprise

- Eligible for Department Head Screening after 3 years of commissioned service
 - Must be qualified as Surface Warfare Officer
 - 1st Look Sept of YCS 3
- Officers will receive 4 Looks
 - YCS 3-6
- Screening based on “All Fully Qualified”
 - Recommended for Department Head afloat in most recent **at sea** fitness report
 - Don’t be coy; spell out recommendation in FITREP!!



Riverine Force Stand Up

Surface Warfare Enterprise

- Home ported in Little Creek, VA
- 1 Riverine Group Staff
 - 1 1110 Capt
 - 1 1110 LCDR
 - Post-DH
 - 1 LT
 - Post-Divo
- 3 Riverine Squadrons
 - 3 1110 CDRs
 - CO or XO (Alt with 1140s)
 - 3 1110 LCDRs
 - 2nd Tour DH
 - 5 1110 LTs
 - Post-Divo
 - 18 LTJGs
 - 2nd Tour Divo





XO/CO Fleet Up

Surface Warfare Enterprise

- Officers are screened CO, serve as XO for ~18 months and Fleet Up to CO and serve for ~18 months
- Fleet Up standardized across Surface Force
 - CO Afloat (CDS, CPR, CG, LHA, LHD, DDG, FFG, LCS, LPD, LSD, MCM)
 - CO Special Mission (BMU, ACU, NCWS, HSV, ATG, MSSG, MSC)
 - CO Special Mission NRD programmed for 36 months (18 XO/18 CO)
- Retains and adds XO Special Mission Billets
- Retains LCDR Command
- One Commander Command/XO-SM Screening Board conducted at YCS 12 and YCS 13
- A flexible model based on Force of Record and

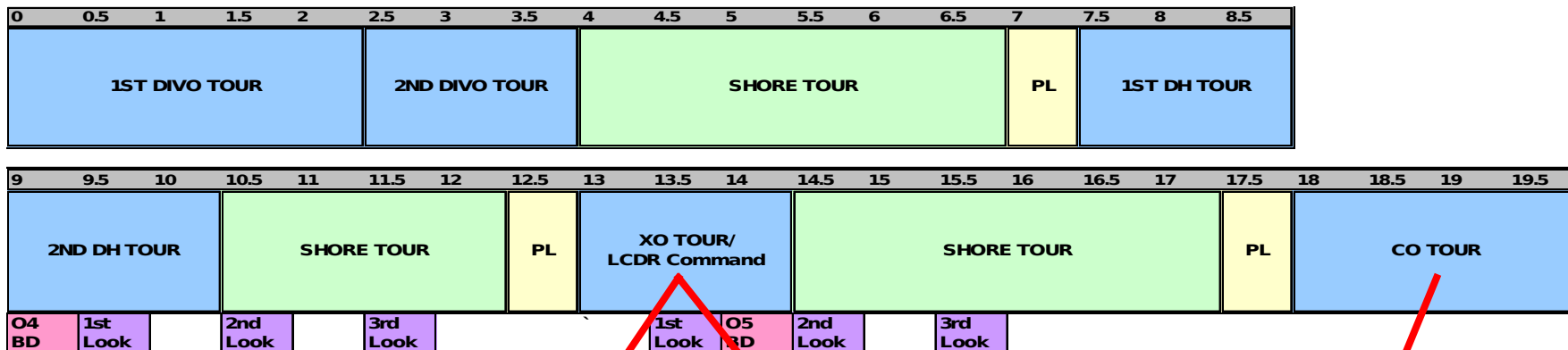
Increase Opportunity and Command leadership stability



Transitioning From...

Surface Warfare Enterprise

Current Model



XO/CO Fleet Up





Specialty Career Path XO/CO Opportunity

Surface Warfare Enterprise

- A select number of officers will be screened for XO and CO to be available for assignment to XO and CO equivalent tours
- Screening of SCP Officers for designation as XO-SCP and CO-SCP will occur concurrent with the SWOSCP selection board. Once screened into the SCP program, all officers within each discipline will be reviewed at each board for assignment to an XO or CO equivalent tour, taking into account the number of such billets available. Selected Officers will receive a career screening code designating them as XO-SCO and CO-SCP and may fill XO and CO equivalent billets within their chosen discipline

**Ensure XO/CO Screening is 1st Bullet on Next
FITREP!**



PERS 410/411 Reorganization

Surface Warfare Enterprise

- PERS 410
 - Branch Head and Detailer (Post Command Commander): CDR Brown
- PERS 411
 - Branch Head (Post Command Commander): CDR Brown
 - Detailers: CDR Long, CDR Castellano, CDR Jones, CDR Kuffel
- All Post Department Head through PCO Constituents assigned to PERS 411
 - A – E: CDR Long / Ms Stroman (901) 874-3888/DSN 882
 - F – K: CDR Castellano / Ms Stroman (901) 874-3888/DSN 882
 - L – Q: CDR Jones / Ms Olson (901) 874-3900/DSN 882
 - R – Z: CDR Kuffel / Ms Olson (901) 874-3900/DSN 882
- CDRs in Command and Post-Command (not Major Command Screened or selected to O6) assigned to PERS 410
 - CDR Brown / Ms Olson (901) 874-3900/DSN 882



"Early Command"

Surface Warfare Enterprise

- Single Screening Board for PC and MCM Command
 - Held during 1st Department Head tour
 - Recommendation from CO and 1st Flag
 - TAO and EOOW are mandatory
 - Screened for "Early Command", slated to PC/MCM based on desires and timing
- PC Command in lieu of 2nd Department Head tour
 - No change to current career path
- MCM Command in lieu of 3rd Department Head tour
 - 2nd Department Head tour as XO
 - No change in amount of sea duty prior to assuming command
 - Still have 3.5 years ashore after tour to complete:
 - JPME/Joint Tour
 - DC Tour etc.



Business Rules for Early Rollers

Surface Warfare Enterprise

- YG 02 and Senior (SWOSDOC)
 - Due Course: Ensure additional Sea Tour
 - » Strike Group Staffs
 - » NOPC
 - » LHA/LHD NAV
 - » LT/LCDR Command
 - 1 year Deep Selects: Slate first into XO/CO Fleet Up tour
 - 2 year Deep Selects: Timing is correct
- YG 03 and Junior (SWOS-AT-SEA)
 - Due Course/1 year Deep Selects: Ensure additional Sea Tour
 - » Strike Group Staffs
 - » NOPC
 - » LHA/LHD NAV
 - » LT/LCDR Command
 - 2 Year Deep Selects: Slate first into XO/CO Fleet Up tour



Joint Assignment Business Rules

Surface Warfare Enterprise

Junior War College Slating/Joint Assignment: (Post DH through Pre-Command)

- All Post DH Officers who have screened for Commander Command or have looks remaining will be slated to a Community/Operational Assignment AND a Joint Assignment between Department Head and XO/C0 tour.
- Officers who break out #1 as a DH and who do not have JPME Phase 1 complete will be slated to a War College followed by a Joint Assignment.
- Officers who break out #1 as a DH who have JPME Phase 1 complete will be assigned to a Joint billet or a Community billet (TYCOM, OPNAV, SWOS, etc) ensuring equal distribution. Some of these Officers will attend a War College, depending on quota availability.
- Officers who do not have a clean break out in their DH tour will be detailed to an Operational Assignment (Strike Group Staff, Fleet Staff, Ship, etc) to bolster their record for Command Screening.


Senior War College Slating/Joint Assignment: (Post Command through Major Command)

- All PCCs who have screened for Major Command or have looks remaining will be slated to a Community/Operational Assignment AND a Joint Assignment between Commander Command and Major Command.
- Officers who break out #1 or #2 in Commander Command will be slated to a War College/Joint Assignment or a Community Assignment, ensuring equal distribution. Those Officers who complete a Community Assignment immediately following Commander Command will be slated to a War College/Joint Assignment for their 2nd PCC tour.
- Officers who do not have a clean break out in Commander Command will be slated to an Operational Assignment (Strike Group Staff, Fleet Staff, etc) to bolster their record for Major Command Screening, followed by a War College/Joint Assignment.



SWO Detailing Guidelines

Surface Warfare Enterprise

9	9.5	10	10.5	11	11.5	12	12.5	13	13.5	14	14.5
2ND DH TOUR			SHORE/SEA			J R WAR COL/J OINT #1					
			J R WAR COL/J OINT #1							SHORE/SEA	
IA/FWD J oint Tour			SHORE/SEA			J R WAR COL		SHORE/SEA			
PL	LCDR COM		/CO					PL	XO-SM		

- All Post DH Officers may complete a Joint Tour
- #1 DH goes to War College/Joint Tour following DH tour
- If #1 DH has JPME I, 50% go Joint immediately

- All PCCs may complete a Joint Tour
- Minimum 50% #1 or #2 PCCs will be slated to immediate War College/Joint Assignment
- MP/P PCCs will complete Operational tour before Joint Tour

15	15.5	16	16.5	17	17.5	18	18.5	19	20	20.5	21	21.5	22	22.5	23	23.5	24	24.5
PL	XO/CO FLEET UP						SHORE/SEA		SENIOR WAR COL/J OINT #2			MAJ OR COMMAND XO/CO FLEET UP						
							SENIOR WAR COL/J OINT #2			SHORE/SEA								
							SHORE/SEA		SR WAR COL	SHORE/SEA								
POST XO-SM TOURS													52					



State of the Community



Surface Community

Standardized FY-06 Inventory

Surface Warfare Enterprise

FY 06 OPA

ENS

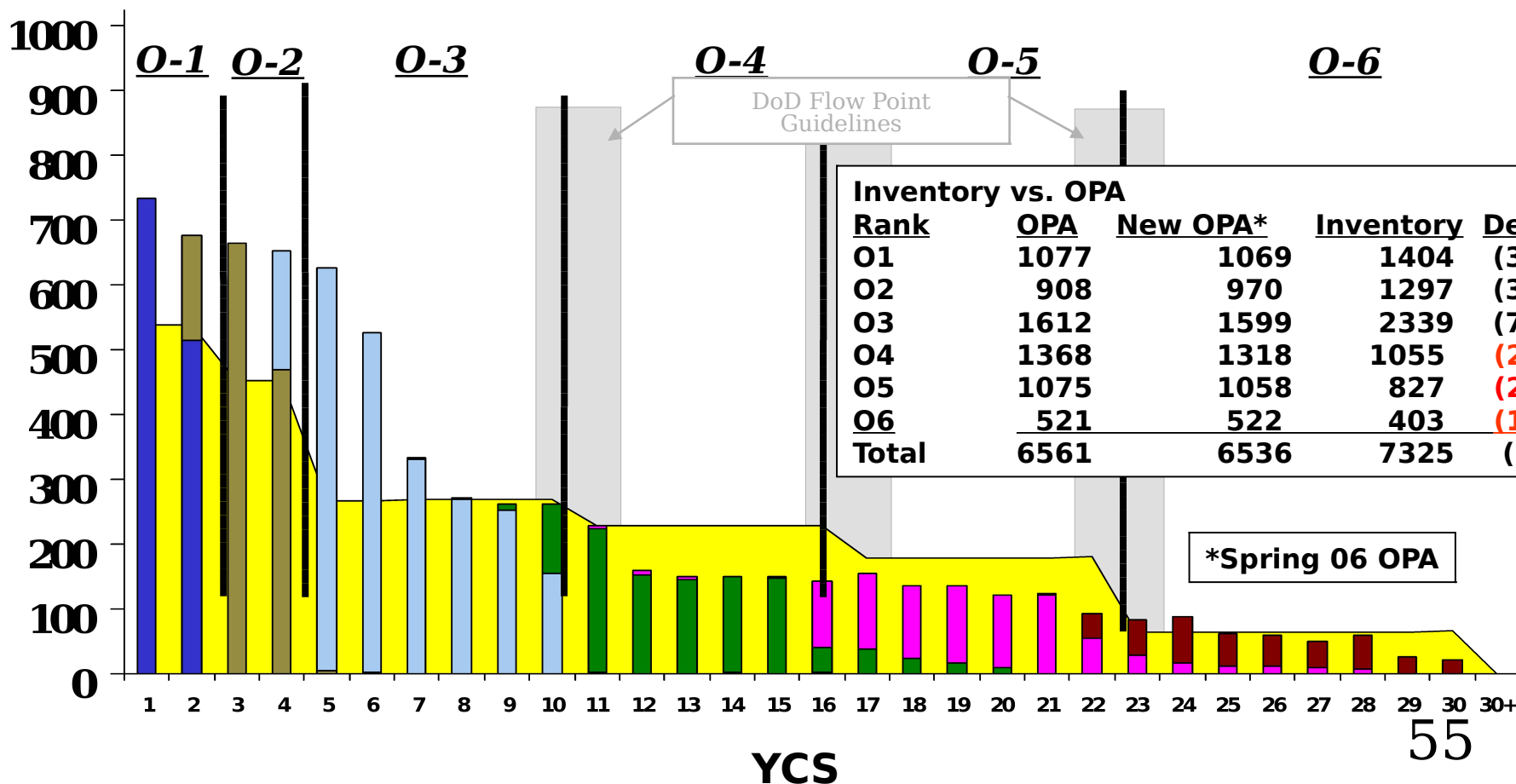
LTJG

LT

LCDR

CDR

CAPT





Control Grade Shortage

Surface Warfare Enterprise

- LCDR shortfall is **263** and is only slightly decreasing
 - Successful DH Tour = promotion to O4
 - Junior Officer retention initiatives are working
 - DH opportunity and demand signal of 275/year is right
- CDR shortfall is **231** and is increasing
 - 100% of Officers screened for XO-Afloat and 90% of Officers screened to XO-SM promote to O5 (assuming successful tour)
 - SWOs select O5s at the XO Board
- CAPT shortfall is **119** and is increasing
 - 100% of Officers screened for CO-Afloat and 67% of Officers screened to CO-SM promote to O6 (assuming successful tour)
 - SWOs select O6s at the Commander Command Board



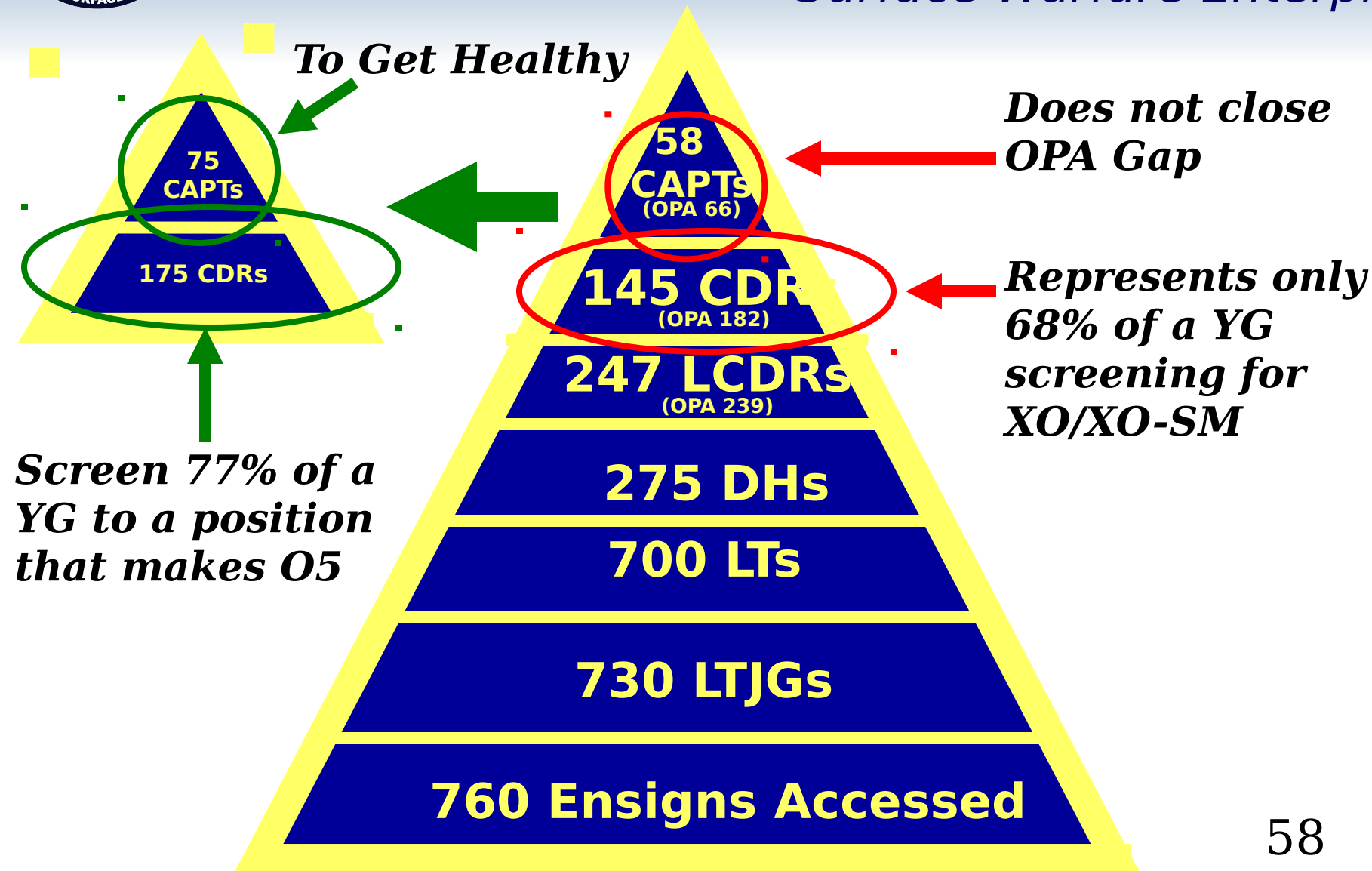
**SWOCP
CSRFB
Flag
Engagement**

***BUT - More O4s does not necessarily equal more
O5s/O6s***



Changing the Equation

Surface Warfare Enterprise

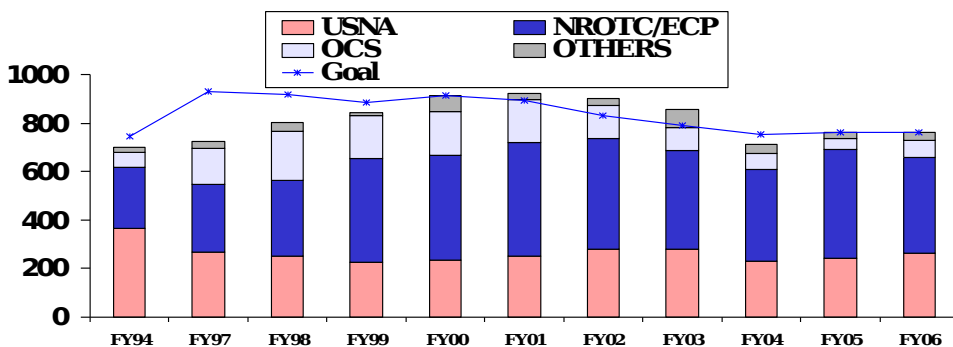




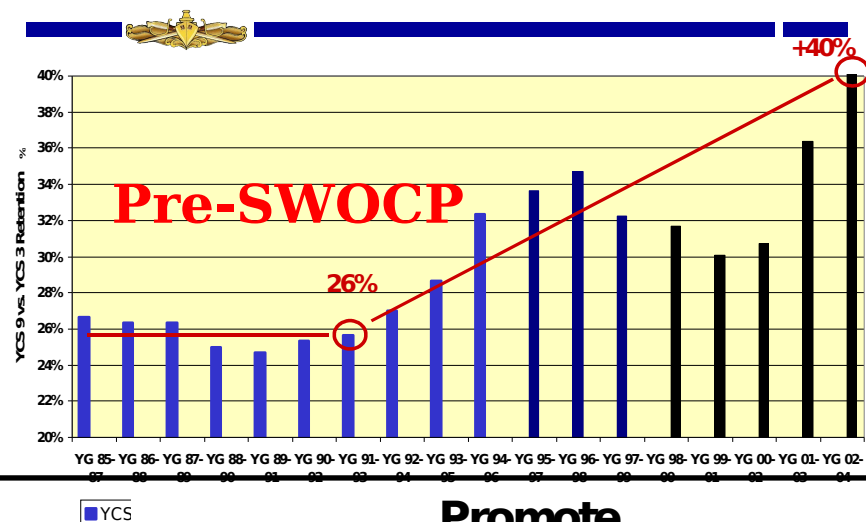
Maintain DH Numbers and Align Officer Accessions to Requirements

Surface Warfare Enterprise

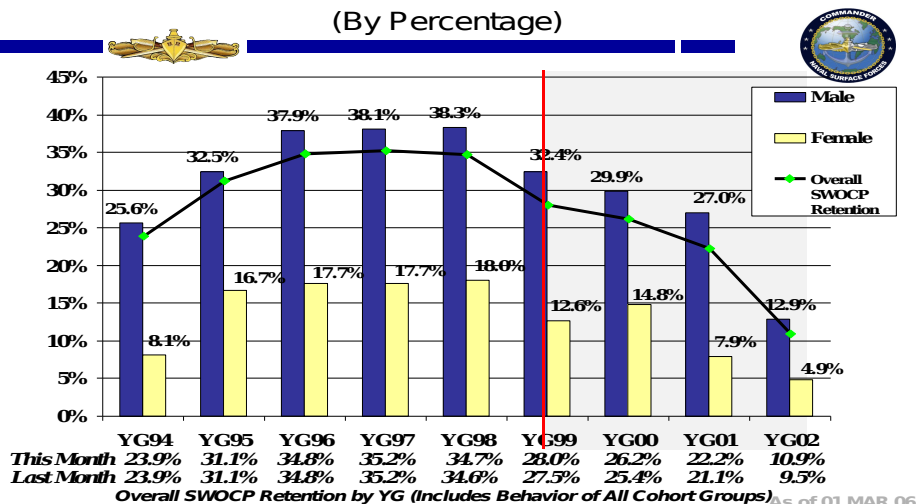
Access



Incentivize



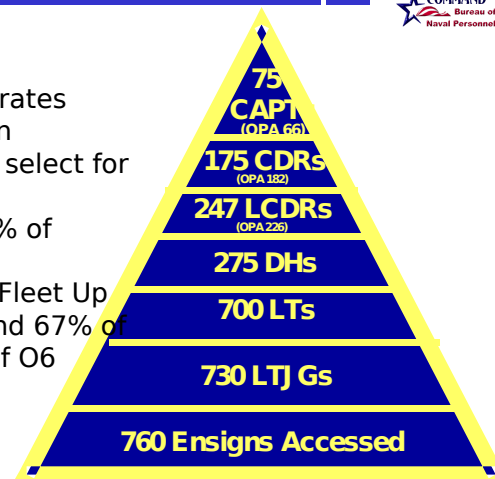
Retain SWOCP (By Percentage)



Promote

Assumptions:

1. 3yr Average continuation rates from Dept Head to Captain
2. All successful Dept Heads select for LCDR
3. All successful XO's and 90% of XO-SM Select for CDR
-Screened for XO/CO Fleet Up
4. All successful CO Afloat and 67% of successful CO-SM select of O6



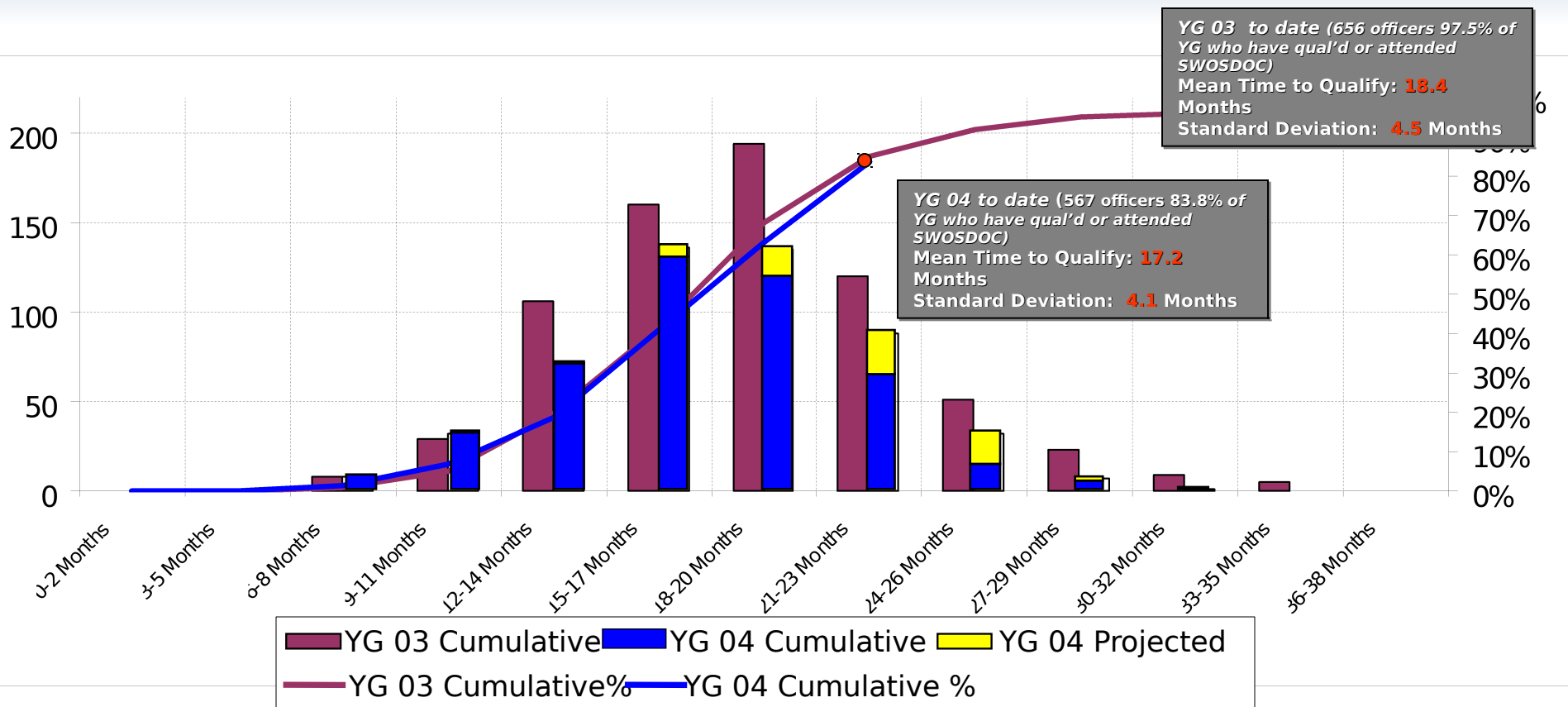


SWOS-at-Sea - A Success Story

SWO Qualifications (Report Onboard to Qualification)

YG 03 vs. YG 04

Surface Warfare Enterprise



3 Months Average Time to Qualify after SWOS



Career Long Incentives

Surface Warfare Enterprise

- SWOCP
 - \$50K for 2 Department Head tours
- Junior CSRB (Augments SWOCP)
 - \$25K Increase Under CSRB Program targets SWOCP Cohort group
- SWO Critical Skills – Under CSRB Payment Authority
 - CSRB LCDR Bonus Pays Up to \$46K for 3 Year Contracts
 - \$12K for 1 Year Contracts (Maximum of 3 Installments)
- Senior SWO Bonus – Under CSRB Payment Authority
 - Funding received in FY05, Started 10NOV04
 - Tied to Select Operationally Oriented O5 & O6 Billets
 - Pays Up to \$30K to O5s and \$40K to O6s Over 2 Years

Bonuses are Budget Dependent 2



USNA/NROTC Engagement

Surface Warfare Enterprise

- Flag Engagement/Visits
 - Each NROTC unit assigned a Flag Officer and Surface Combatant
 - Annual engagement has resulted in increased interest in SWO Community
 - More NROTC Applicants than SWO Accessions (29 Additional NROTC Midshipmen made up for USNA shortfall)
- Ship Engagement/Visits
 - FFC High Priority Port visits in Annapolis leveraged to provide Midshipmen opportunity to tour Surface Combatant and interact with Surface Warfare Officers/Enlisted
- PERS-41 USNA/NROTC Engagement Plan
 - Service/Ship Selection
 - USNA Selection Night
 - NROTC Web Based Ship Selection
 - Proposed PERS-41 Career Development Visit
 - Diversity Engagement

Convince the Best to Become SWOs

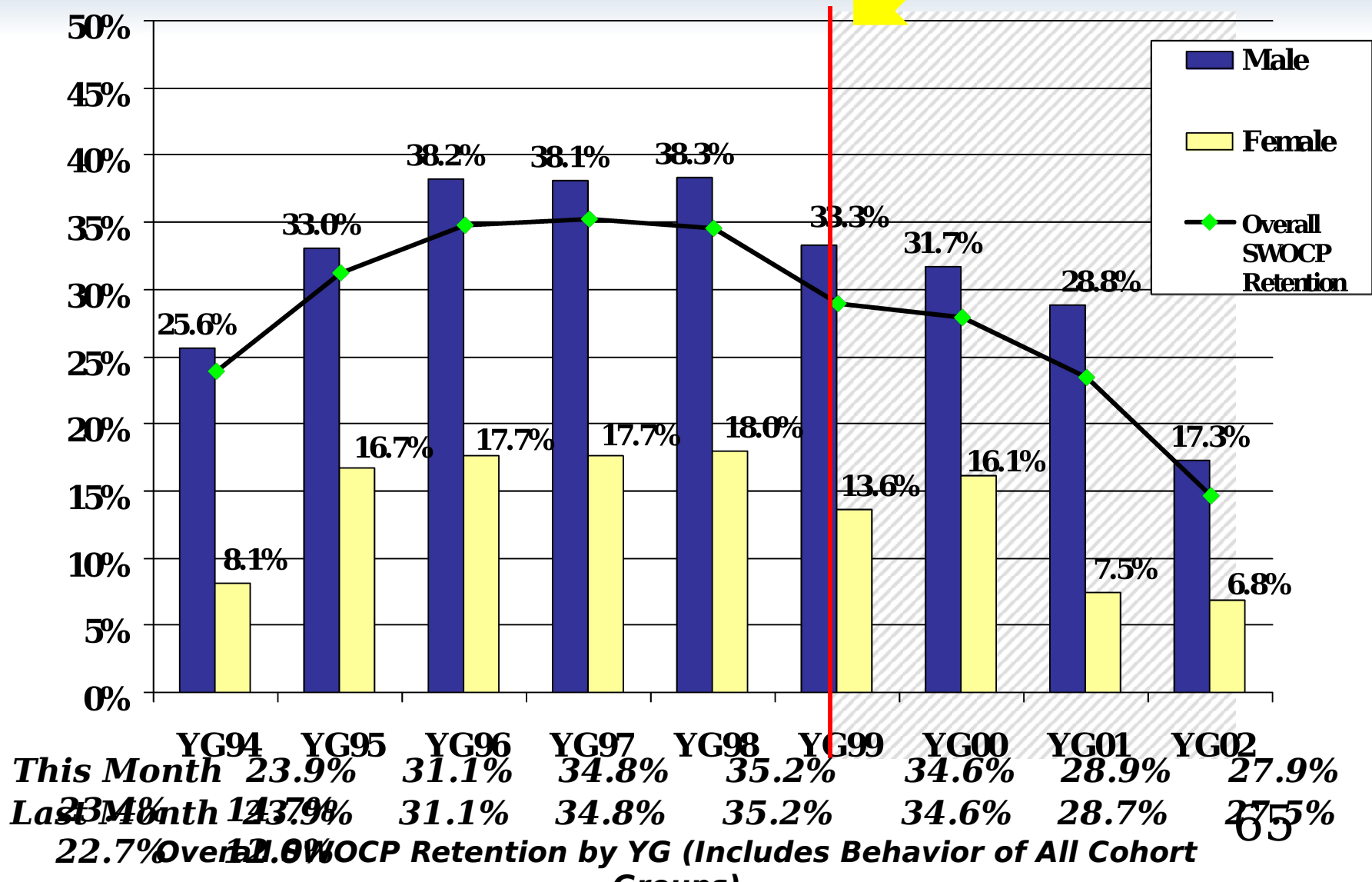


SWOCP

(By Percentage)

Post 9/11 Letdown

Surface Warfare Enterprise

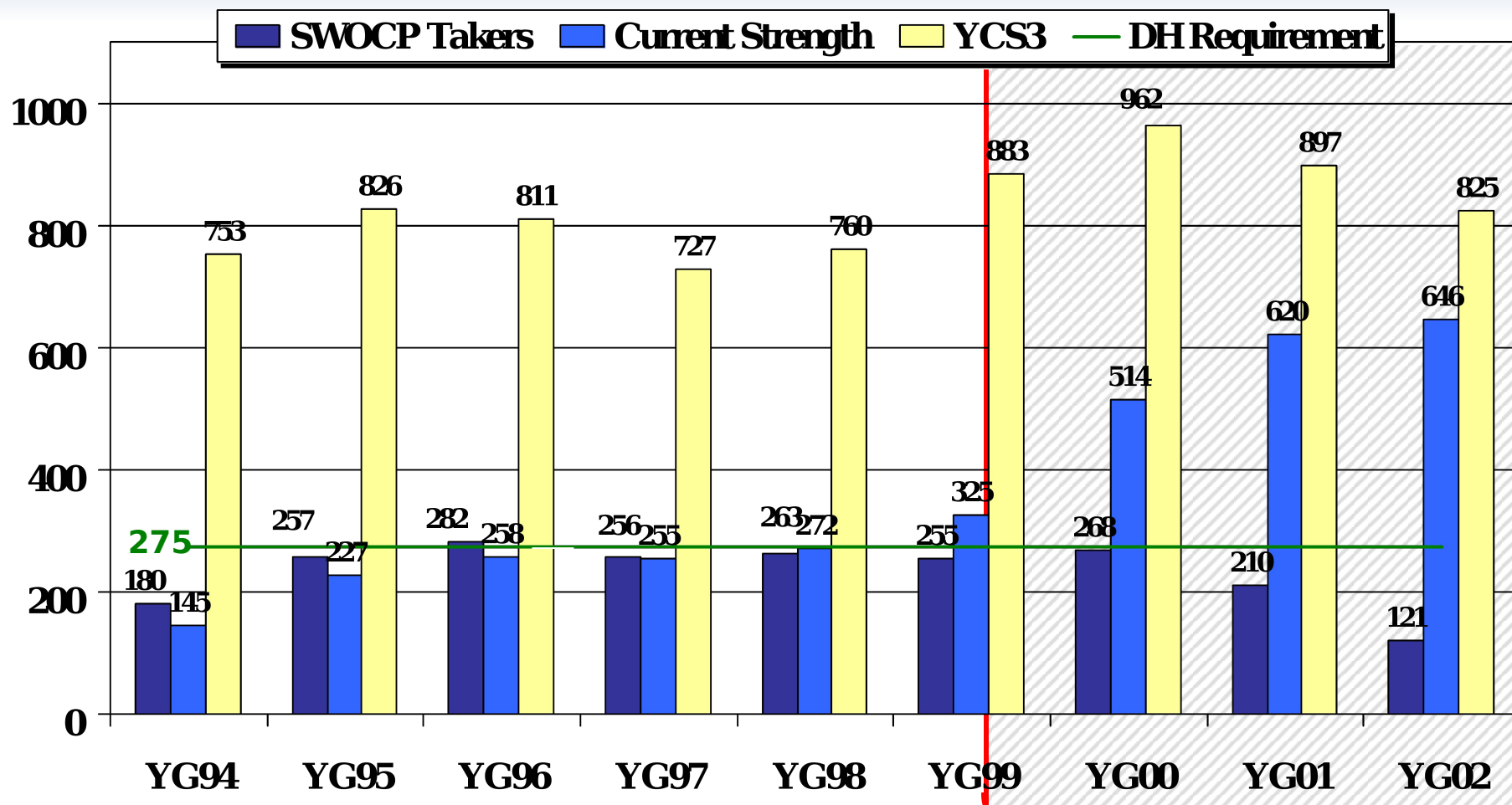




Retention Comparison By Year Group

(SWOCP = DH)

Surface Warfare Enterprise



SWOCP Takers = DH School Attendance

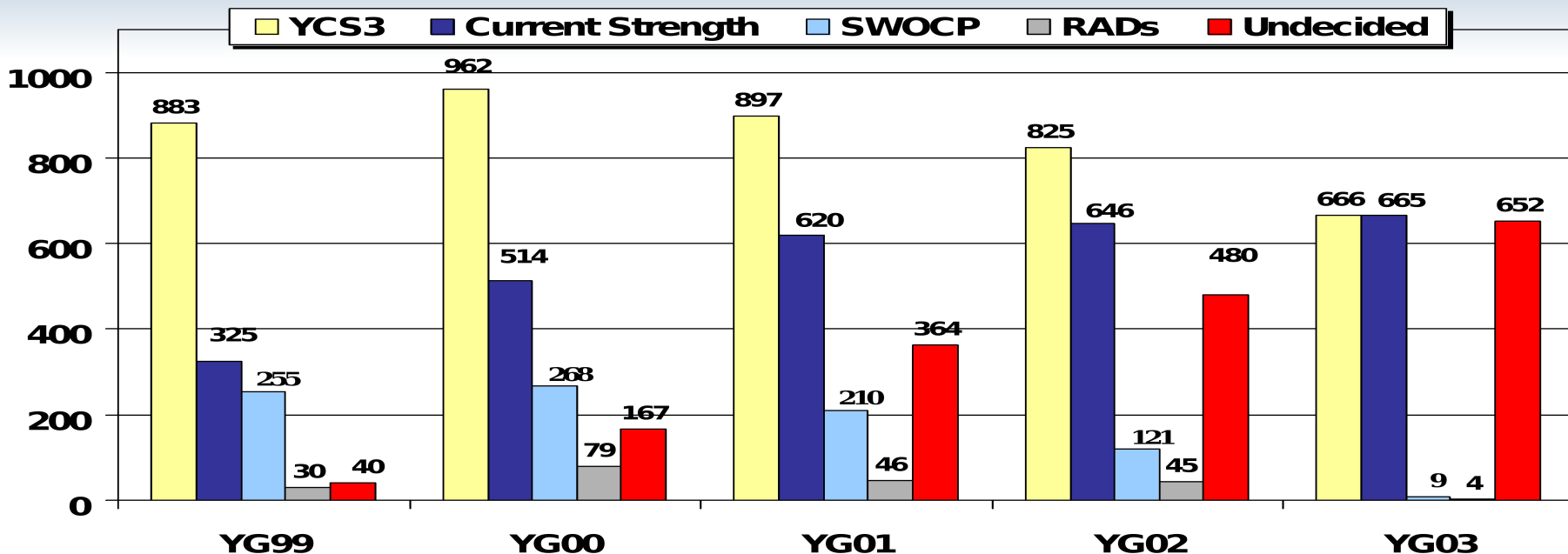
Milestone for DH School Attendance

66



Outlook - Engaging our JO's

Surface Warfare Enterprise



Force Shaping Tools

On Ramps

- Grad Ed Programs
- Increasing SWOCP
- Detailing Business Rules
- Early Rollers

- Mentorship: Detailer - CO - Flag
- DOSP Options
- SWOCP Tied Billets
- Specialty Career

Path

Off Ramps

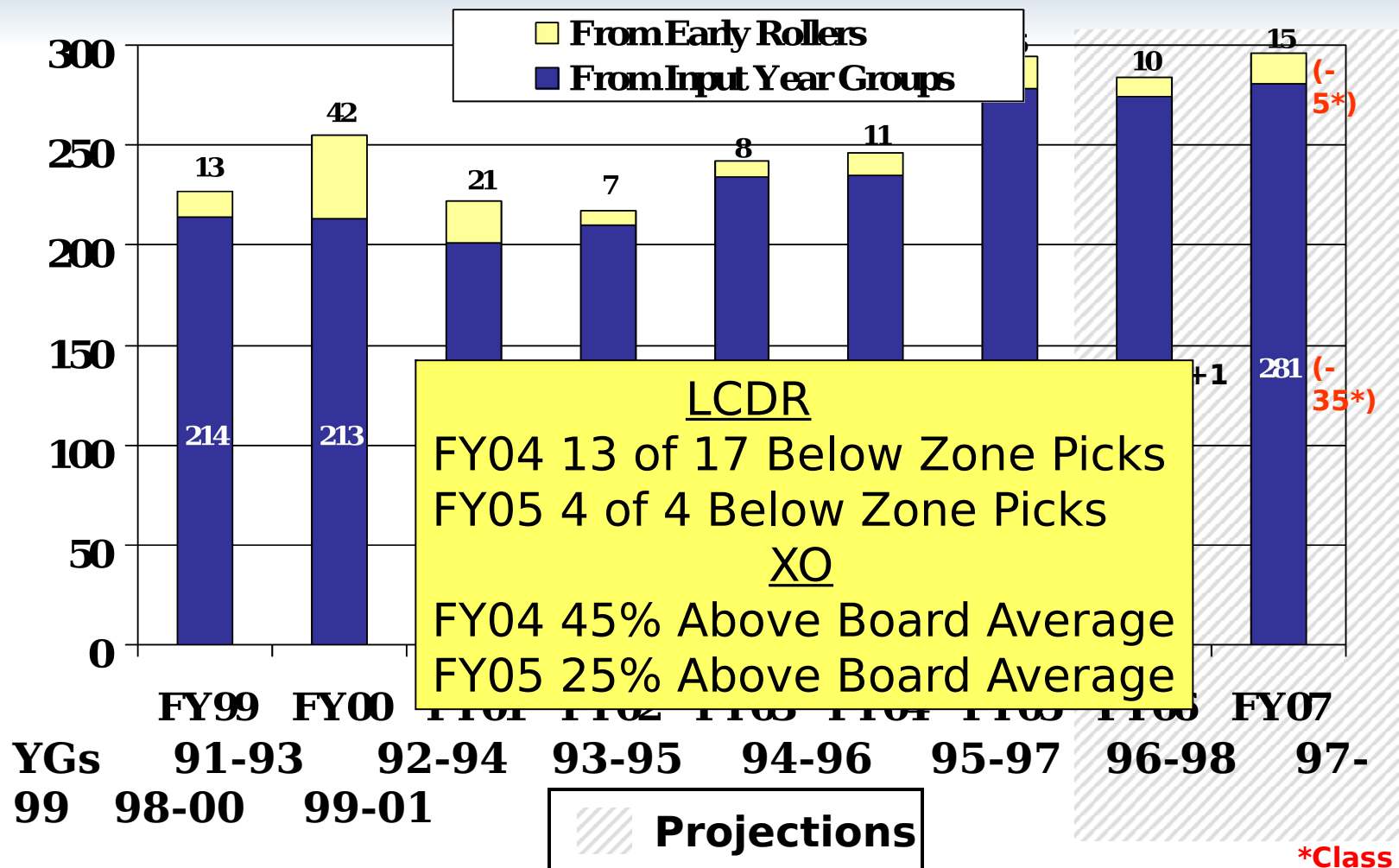
- IRAD
- MSR Waiver
- SWO-Nons
- Dept Head Screening Board

We Must Maintain On & Off Ramps as Part of Our Force Shaping Strategy



Department Head Throughput

Surface Warfare Enterprise



*Class Shift to FY07

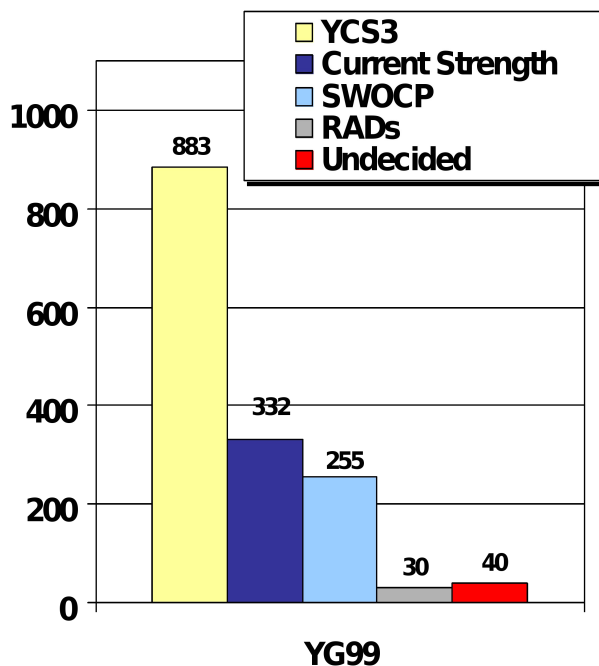
Identify the “Best & Brightest” and Accelerate their Careers



YG99 Engagement Plan

Surface Warfare Enterprise

- Commenced 10May05
- Engaging Top 110 Uncommitted within YG
- Required 57 SWOCP Contracts for 275 at Initiation
 - 218 Contracts Prior to Engagement
 - 25 Contracts Received from Engagement (2)
 - 12 Contracts from Lateral Transfer/Reserve Recall/Other YG99 Officers (1)
 - 4 Additional Contracts are Anticipated from



15 Additional Contracts Required IOT Reach 275

- Additional Sources:
 - Resignation Withdrawals
 - Recalls to Active Duty (Department Head)
 - Lateral Transfers to YG99

Continuing Flag Engagement of Remaining YG 99 Officers

YG99 Diversity

SWOCP Takers vs. Current Strength

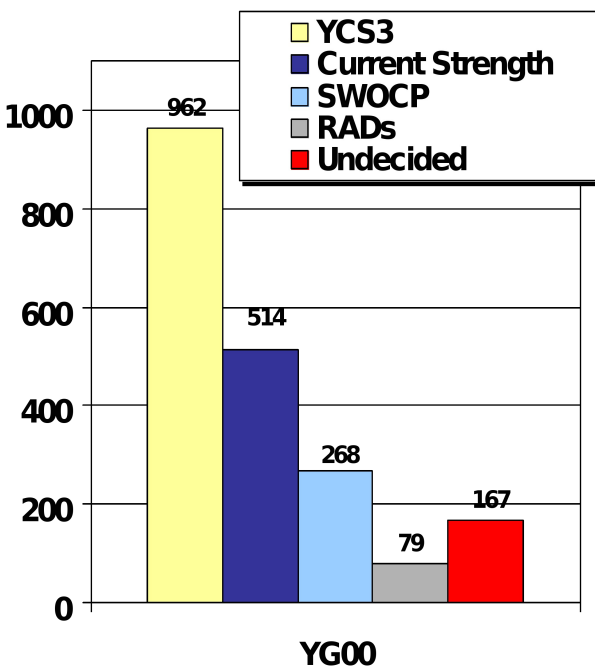
- 10.5% vs. 11.7% Female
- 24.7% vs. 22.5% Minority



YG00 Engagement Plan

Surface Warfare Enterprise

- Commencing June 2006
- Engaging Top 50% Female, Top 50% Minority & Top 25% Others
- Require 7 SWOCP Contracts for 275 at Initiation
 - 268 Contracts Prior to Engagement



7 Additional Contracts Required IOT Reach 275

YG00 Diversity

SWOCP Takers vs. Current Strength

- 14.2% vs. 19.5% Female
- 26.5% vs. 24.1% Minority

Commencing Flag Engagement of YG 00 Officers this month



Meeting DH Requirements

Surface Warfare Enterprise

SWCC Approved SWOCP billets	FY06 Billets	SWOCP Contracts
USNA Company Officer	4	4(1)
GEV(SWO MBA & 18/12)	47	47(1)
NPS Hi Vis (NSA & FM)	27	27
USNA ProDev Instructors	15	15(1)
PEP Tours	12	12(1)
NWC	3	6
NROTC	6	10
Total	114	121(1)

Note:

(1) Projected

**Tying High Demand Shore Duty Billets to
SWOCP**



Specialty Career Paths

Surface Warfare Enterprise

- Confirmed Specialty Paths
 - AT/FP
 - Strategic Lift MSC/MPF
 - Mine Warfare
 - Shore Installation Management
 - Missile Defense
 - Anti-Submarine Warfare
- Volunteer for Program
- Board Selection/XO&CO Screening
- Incentives
 - Promotion Opportunities
 - Geographic Stability Possibility
 - Education & Skill Development
 - GWOT Contribution

Information Resources:

PERS 41 Website:

NAVADMIN 220/04

FAQs

Articles:

Navy Times

Stars and Stripes

Navy News

- Open to Successful Post-Department Head Officers.
- Apply as Early as Completion of 1st Department Head Tour



FEB 06 Specialty Career Path Board

Surface Warfare Enterprise

**54.2% (13 of 24)
Selected**

- Shore Installation Management (3 Selectees)
 - 1 CDRs
 - 2 LCDRs
- AT/FP (4)
 - 1 CDRs
 - 3 LCDRs & LTs
- ASW (1)
 - 1 LCDR
- MIW (1)
 - 1 CDR
- Strategic Lift (2)
 - 1 CDR
 - 1 LCDR
- Missile Defense (2)
 - 1 CDR
 - 1 LCDR

**Officers are Assigned to
Specialty Career Path Billets at
Normal PRD**



FEB 06 Specialty Career Path Board

Surface Warfare Enterprise

XO SCP

**19.1% (8 of 42)
Selected**

36.4% (8 of 22) Prior Enlisted

- MIW (1)
- Strategic Lift (1)
- Missile Defense (1)
- Shore Installation Management (2)
- AT/FP (2)
- ASW (1)

CO SCP

**26.7% (8 of 30)
Selected**

15.4% (2 of 13) Prior Enlisted

- MIW (1)
- Strategic Lift (1)
- Missile Defense (1)
- Shore Installation Management (2)
- AT/FP (2)
- ASW (1)

**Officers are Assigned to
Specialty Career Path Billets at
Normal PRD**



Specialty Career Path Update

Surface Warfare Enterprise

- Total selected over 3 boards (85):
 - 22 AT/FP, 11 MD, 20 SIM, 12 ASW, 9 MIW, 11 SS
- Quality of candidates and program increasing
- All selected will be assigned to SCP billets only
- 8 Officers each selected for XO-SCP and CO-SCP

XO-SCP

2 ATFP

1 MD

2 SIM

1 ASW

1 MIW

1 SS

CO-SCP

2 ATFP

1 MD

2 SIM

1 ASW

1 MIW

1 SS

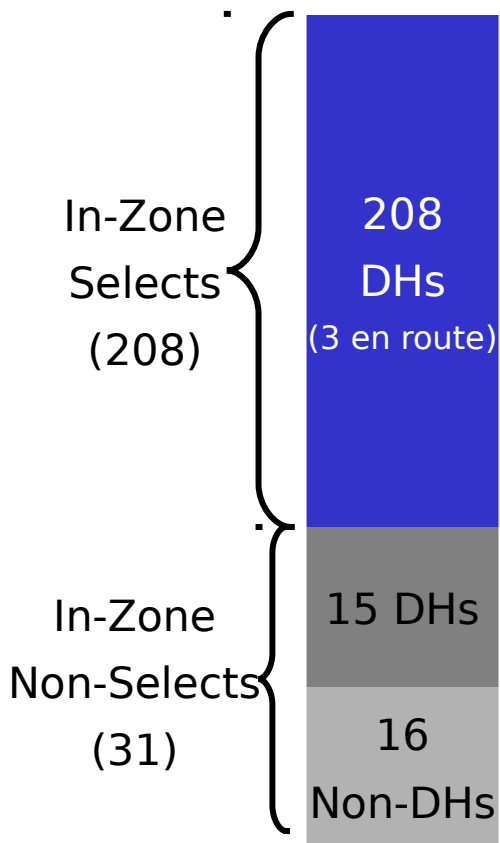
Next Step: Promotion !



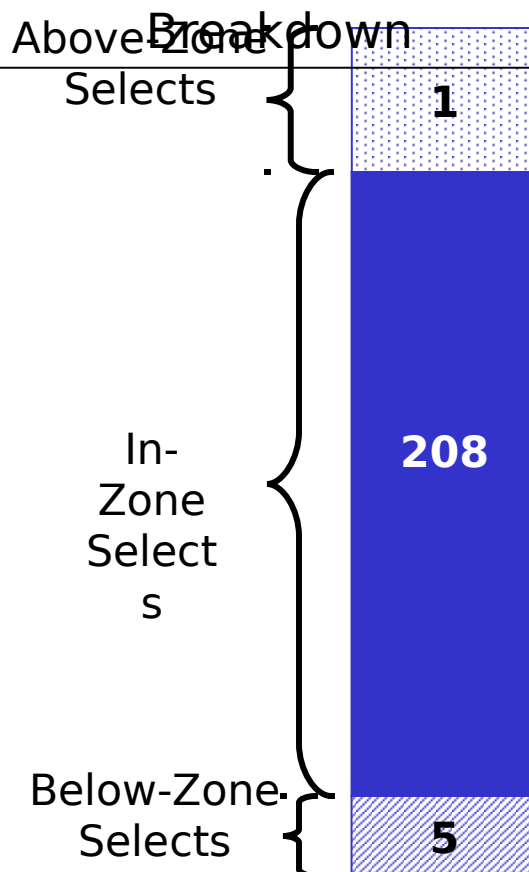
FY06 LCDR Board Results

Surface Warfare Enterprise

In-Zone Breakdown



Overall Selects Breakdown



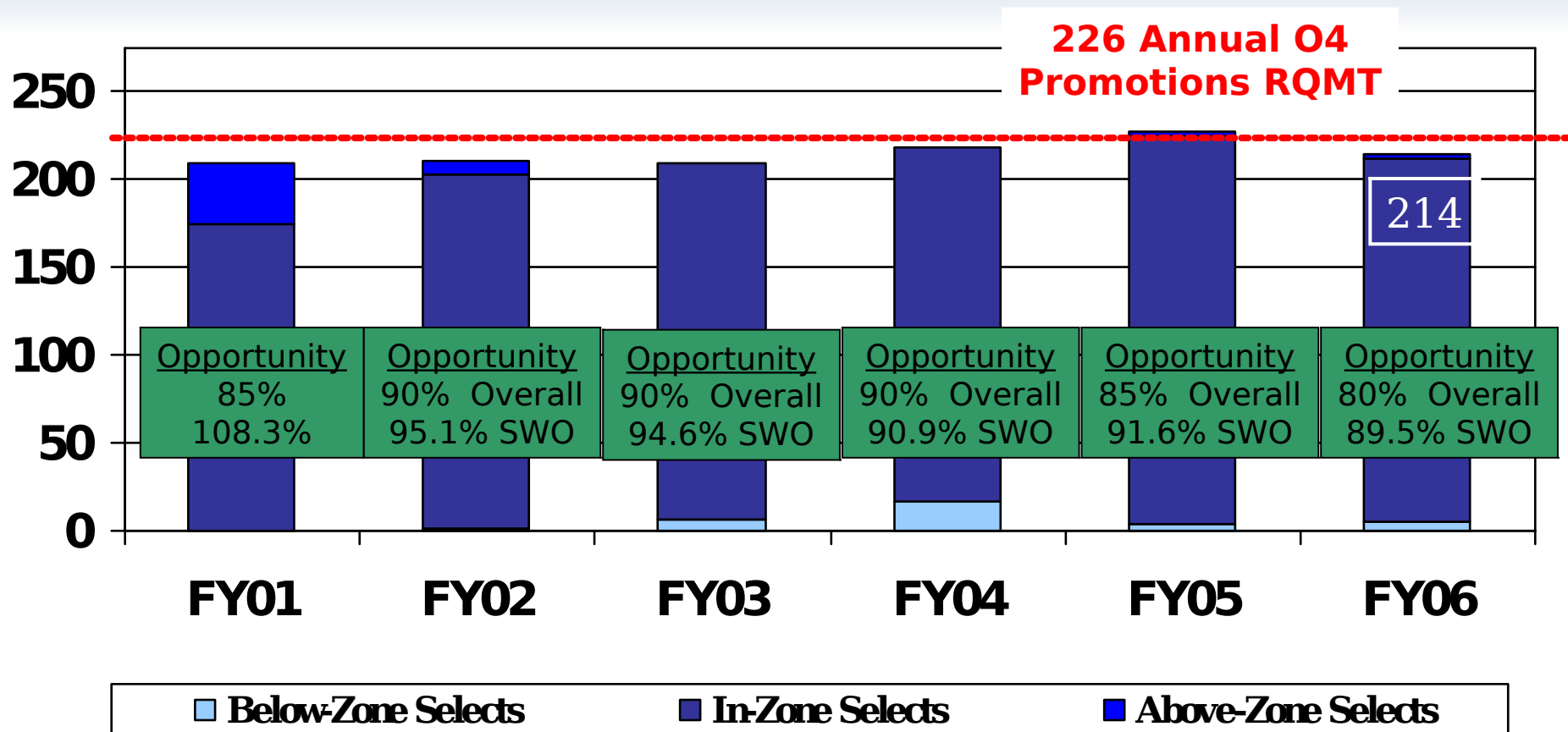
- Board Opportunity: 80%
- SWO In-Zone: 239
- SWO Fair Share: 191
- SWOs Selected: 214
- SWO Opportunity: 89.5%
- YG 96 Overview
 - 2 Below Zone Selects in FY04
 - 3 Below Zone Selects in FY05
 - 36 In-Zone Selects in FY05
 - 190 In-Zone Selects in FY06
 - 231 of 262 Selected
- Trends:
 - 4 of 5 Officers Selected Below Zone were Early Rollers

**4 in-zone successful but not stellar DH's were passed over,
7 in-zone successful DH's were passed over due to divo/shore duty
performance**



SWO O4 Promotion Trends

Surface Warfare Enterprise



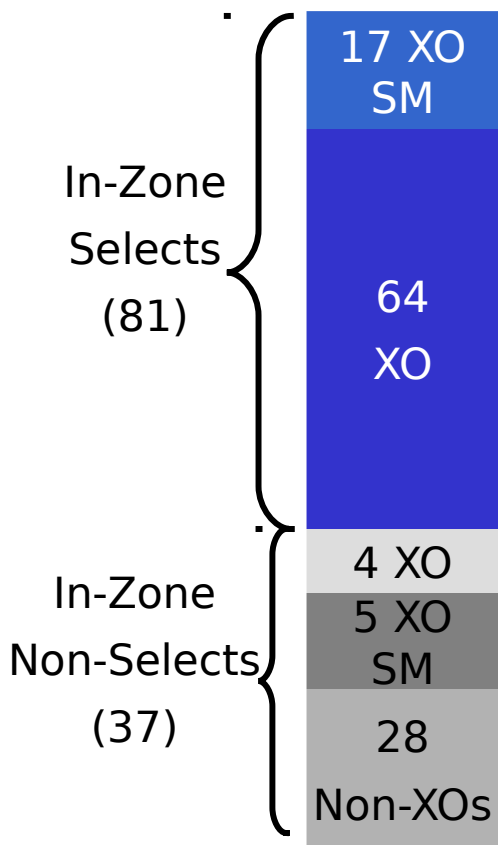
Still Need Above Zone & Below Zone Picks to Meet OPA Requirements



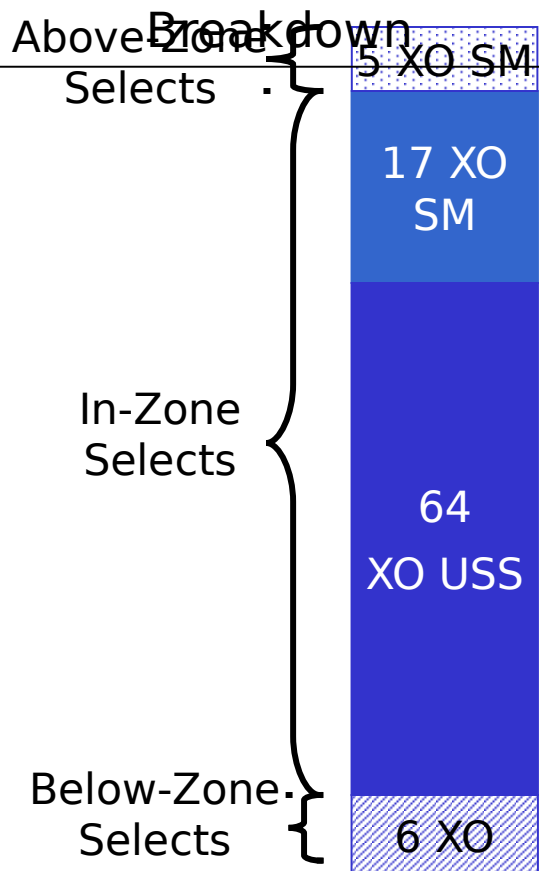
FY06 CDR Board Results

Surface Warfare Enterprise

In-Zone Breakdown



Overall Selects Breakdown



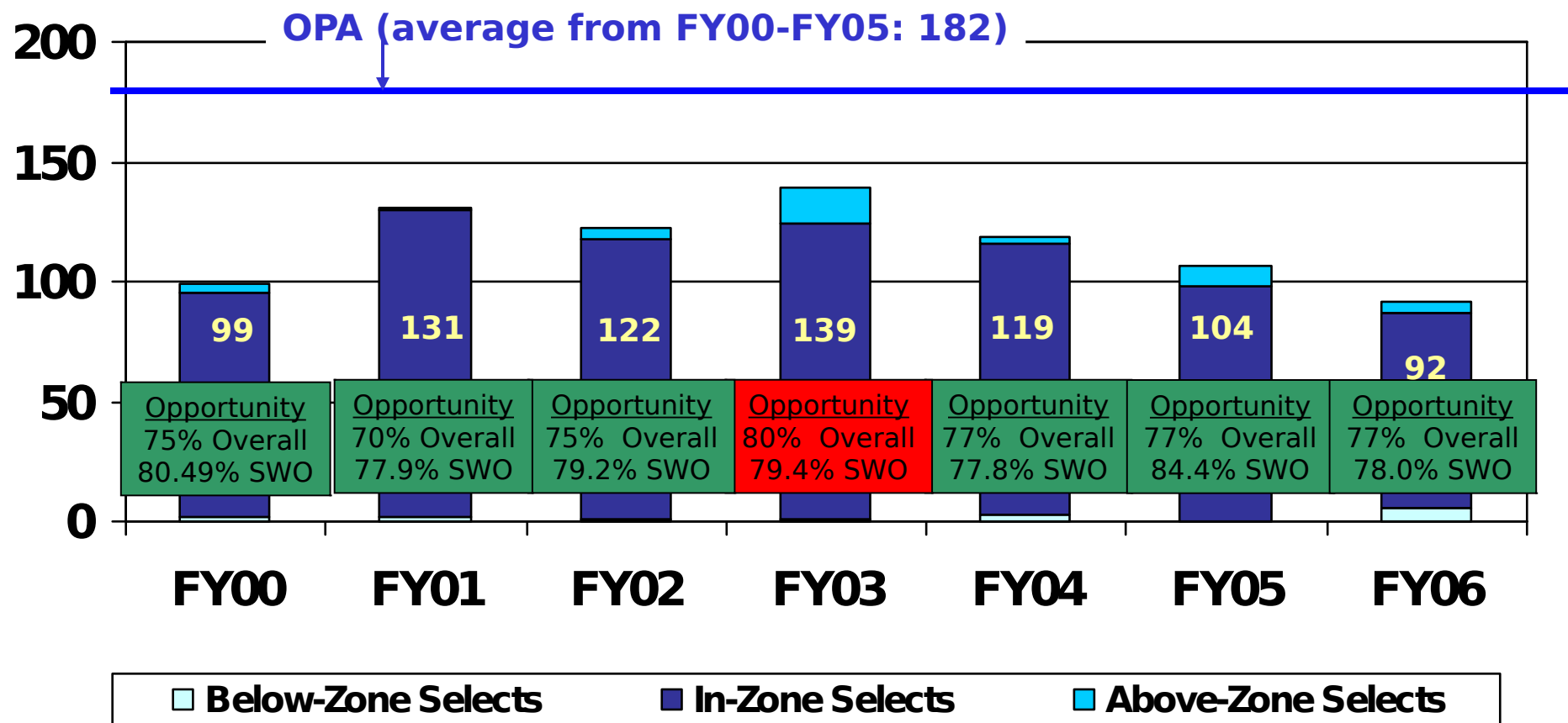
- Board Opportunity: 77.05%
- SWO In-Zone: 118
- SWO Fair Share: 91
- SWOs Selected: 92
- SWO Opportunity: 77.97%
- SM Opportunity: 77.3%
- Trends:
 - All successful Afloat XO's screened. XO-SM screen at board rate.
 - XO-SM Opportunity over 2 looks was 83.3%

**All in-zone successful XO's Afloat were selected,
Not all in-zone XO Special Mission Officers were
selected**



SWO O5 Promotion Trends

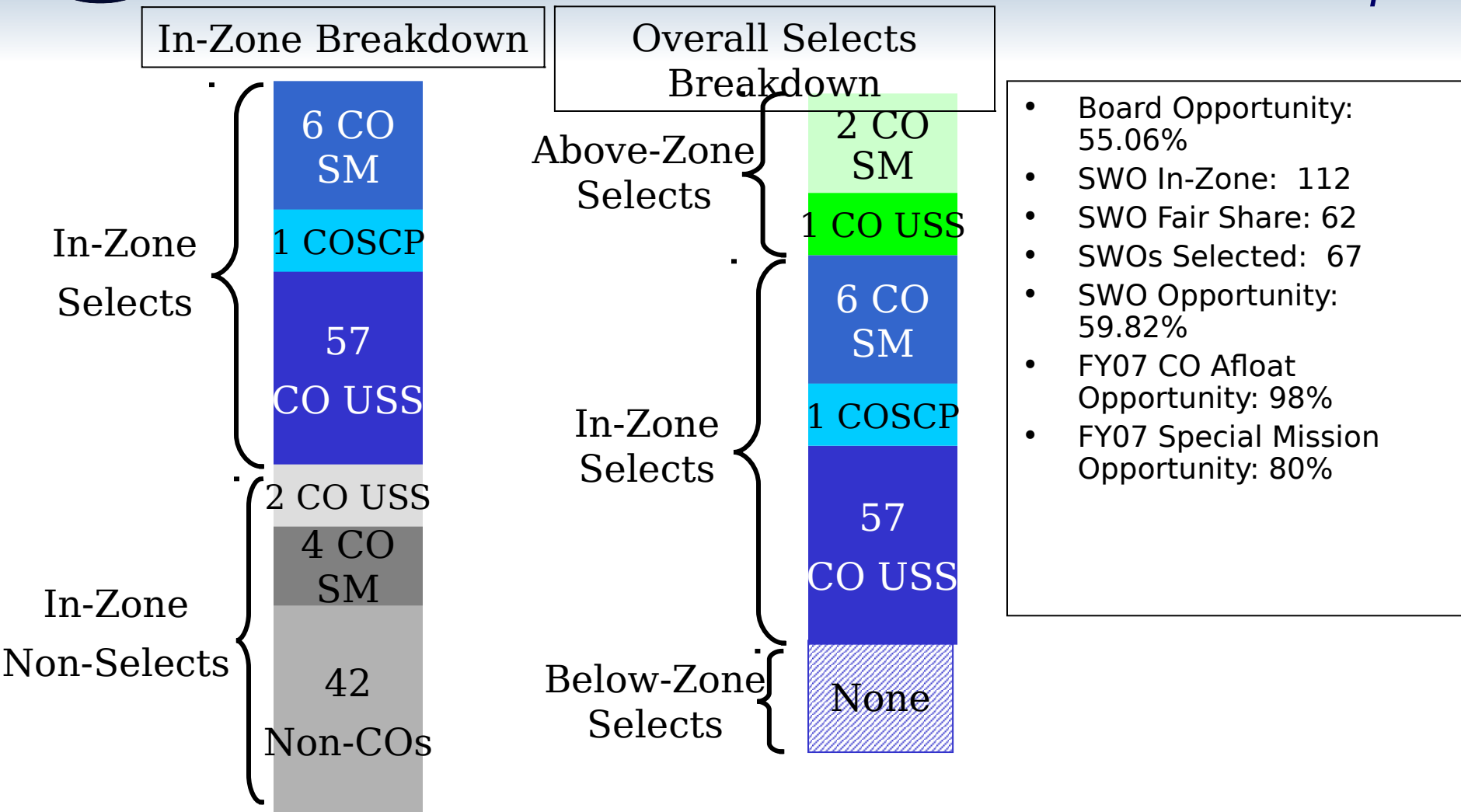
Surface Warfare Enterprise





FY07 CAPT Board Results

Surface Warfare Enterprise



SWOs Picked Above Fair Share and Annualized Requirement



Recent SWO CAPT Promotion Trends

Surface Warfare Enterprise

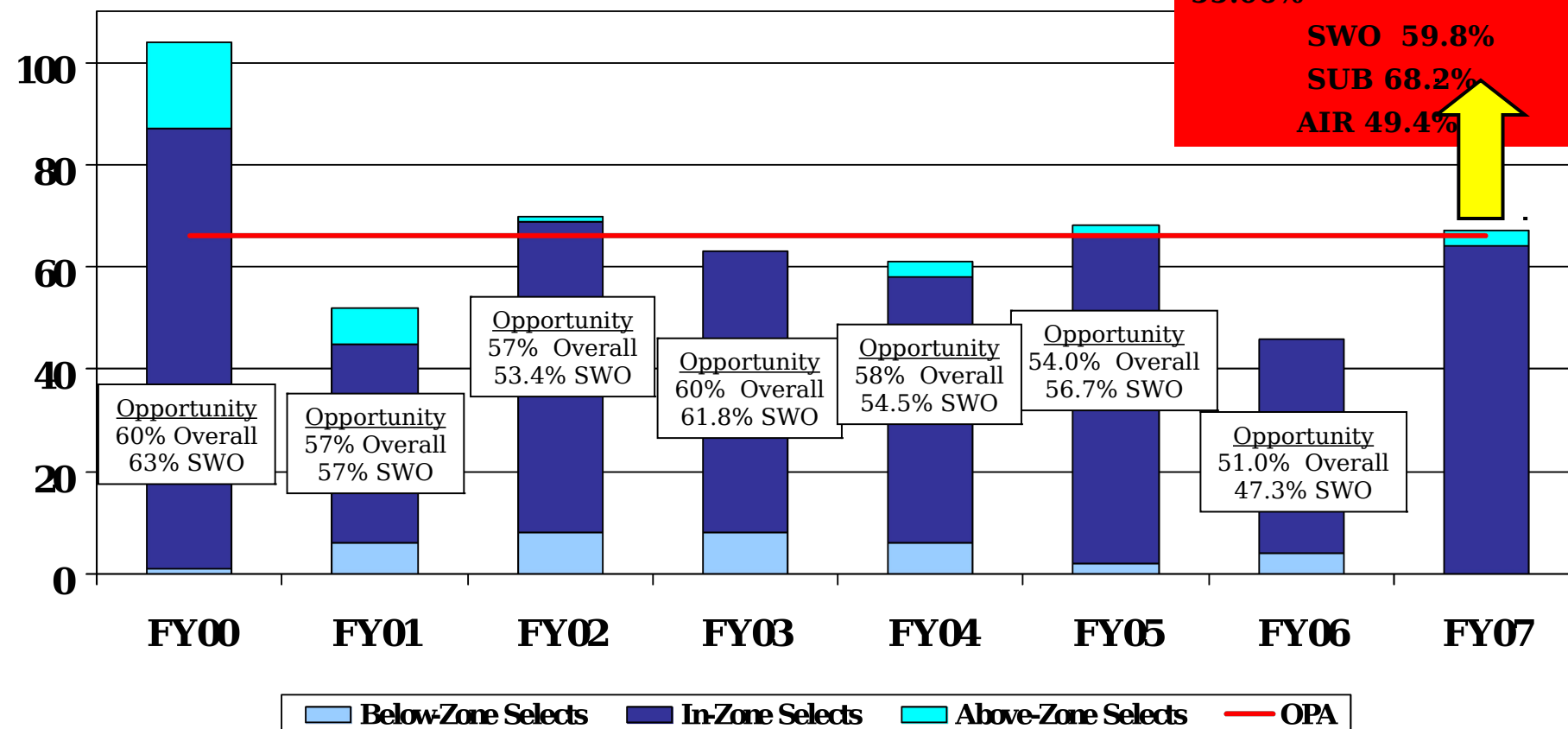
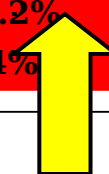
FY07 URL BOARD RATES

OVERALL
55.06%

SWO 59.8%

SUB 68.2%

AIR 49.4%





FY07 Diversity Statistics

Surface Warfare Enterprise

- **SWO Rate: 59.82% (67/112)**
- **White: 55.55% (50/90)**
- **American Indian: 100% (1/1)**
- **Asian/Pacific Islander: 100% (1/1)**
- **Black: 80.00% (8/10)**
- **Filipino: 100% (3/3)**
- **Hispanic: 40% (2/5)**
- **Unknown: 100% (2/2)**
- **Nuclear: 80.00% (4/5)**
- **Female: 100% (3/3)**

Diversity Officers Selected Better Than White Males

70.28% (10/24) vs 54.58% (48/88)



FY07 Assessment

Surface Warfare Enterprise

- **Board Rate: 55.06%**
- **SWO Rate: 59.82%**
- **In Zone SWO Eligible: 112**
- **Fair Share: 62**
- **SWOs Selected: 67**
- **Above Zone CO Afloats: 1**
- **Above Zone CO SMs: 2**
- **In Zone CO Afloats: 57/59**
- **In Zone CO SMs: 6/10**
- **In Zone CO SCP: 1/1**
- **No Below Zone Picks**



Selection Board Vision and Strategy

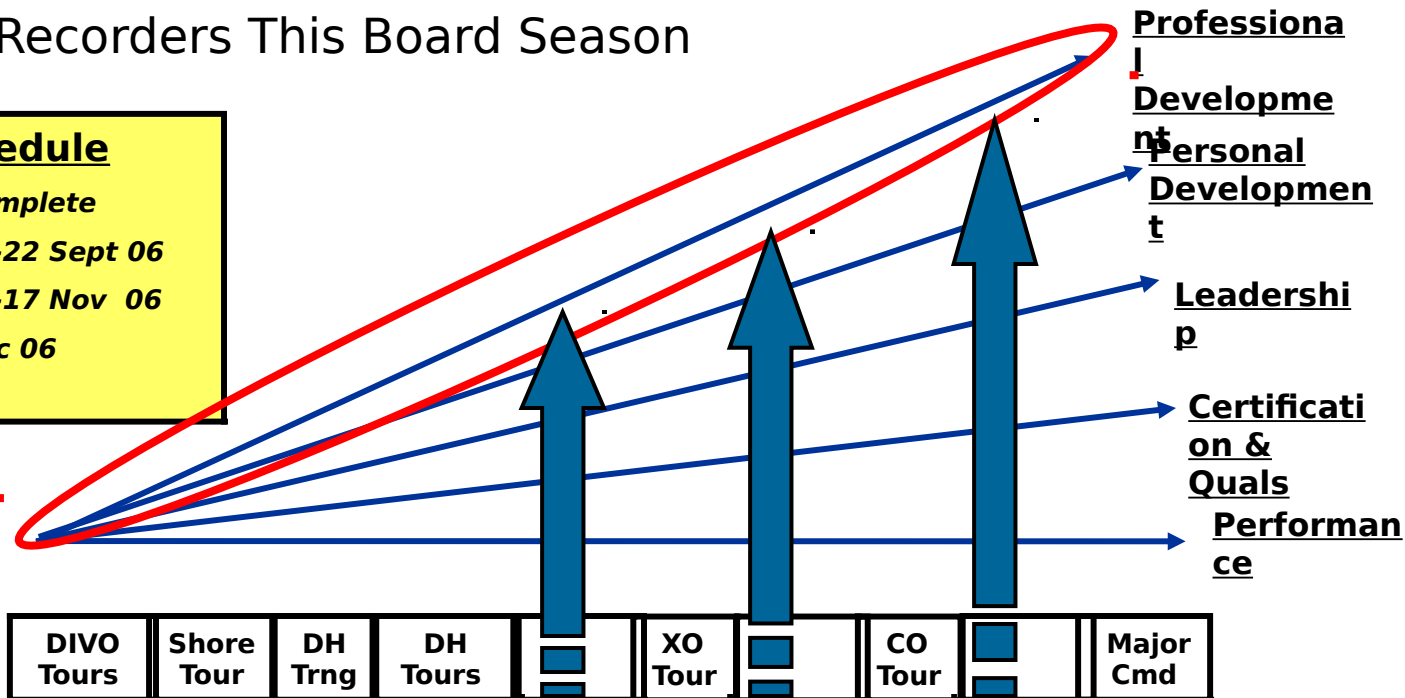
Surface Warfare Enterprise

- Vision

- Develop Overall SWO Community's Knowledge and Experience Base at Selection Board
- Over 125 Screened Officers Have Served As Board Members or Assistant Recorders This Board Season

Tentative Board Schedule

XO	Complete
Dept Head	18-22 Sept 06
Major Command	13-17 Nov 06
CDR Command	Dec 06



If You Get Selected, Download Latest Community Brief from PERS-41 Webpage



Selection Board Points

Surface Warfare Enterprise

- If asked to serve on a Statutory Board, download latest Community Brief from PERS-41 webpage
- While on the board, fight for every CO and XO Special Mission
- Talk up Specialty Career Path Officers
- Best to select "In" and "Above" Zone before going "Below" Zone



Take Aways

Surface Warfare Enterprise

- Accessions
 - 760 Total Accessions through FY12
 - Must Attract the “Best and Brightest” the SWO Community
 - Increase Diversity Accessions
 - Maintain 25% Female Accessions
- Incentivize (Budget Dependent)
 - 75K Department Head Bonus in FY06, Proposed 100K for FY08
 - 46K LCDR Bonus
 - 15K CDR Bonus per year of Eligibility
 - 20K CAPT Bonus per year of Eligibility
- Retain
 - Focus Not Just on 275 DHs, but on the Right 275 DHs
 - Increases to 290+ in out years
 - Need 40%+ Depending on LCS Manning Construct
 - Reduce Attrition
 - Increase Retention
- Promote
 - 613 Control Grade Officer Shortage
 - Need to Increase XO/CO Opportunity to Provide More Officers with Right “Pedigree” Before Statutory Boards

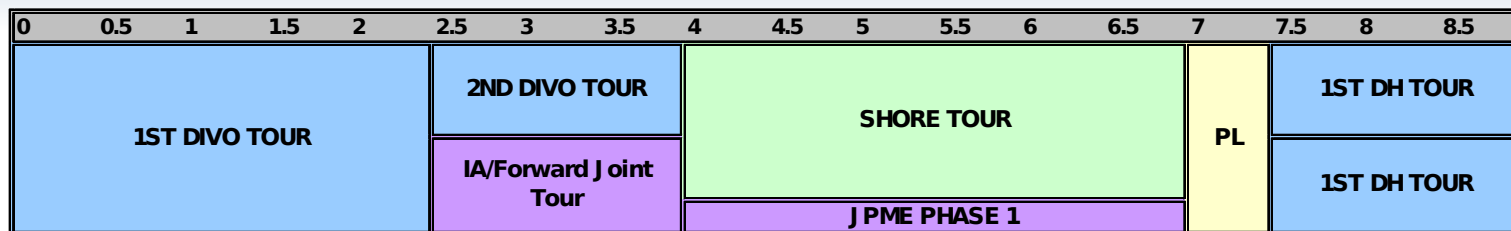


Mentoring Items

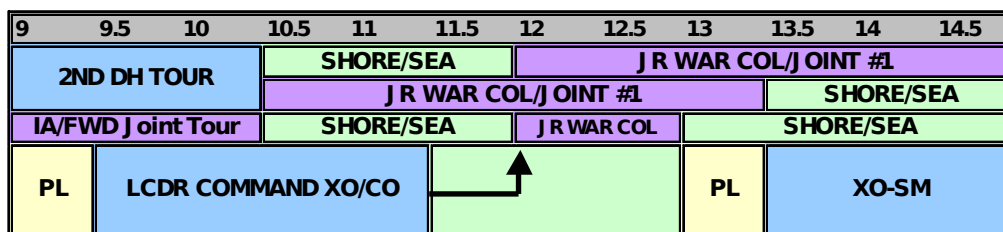


SWO Career Path

Surface Warfare Enterprise



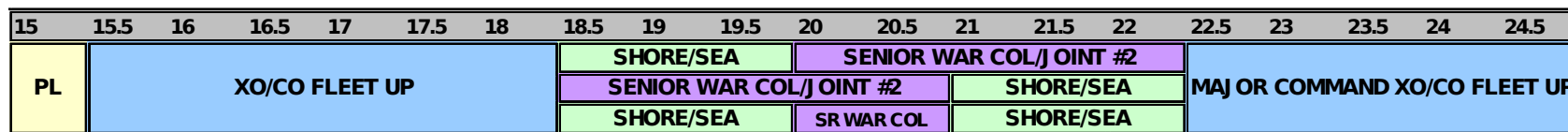
O4
CMD
BD



1st
Look

2nd
Look

O5
BD



POST XO-SM TOURS

1st
Look

2nd
Look

3rd
Look

O6
BD

Increased Opportunity and



O-4 Selection

Surface Warfare Enterprise

- “In Zone” at Approx 10 Yrs Commissioned Service
- ALNAV RMG Promulgates Eligible Officers
- Current URL Promotion Zone Forecast
 - Spring 06 Last 95% YG 97, First 10% YG 98
 - Spring 07 Last 90% YG 98, First 20% YG 99
 - Spring 08 Last 80% YG 99, First 15% YG 00
- All are Estimates and Subject to Change

**A Successful DH Tour is Key to Selection to
LCDR**



XO/CO Screening Timing

Surface Warfare Enterprise

- SYG to PYG ... Eliminates Guesswork
Example:
 - Selected for LCDR by the FY07 board
 - Met in April 2006
 - Results in July/August 2006
 - Promoted to LCDR in FY07 (Thus PYG07)
 - XO/CO 1st Look APR 09
 - XO/CO 2nd Look (XO-SM) APR 10

**Everyone Should Know Their
PYG**



FY06 LCDR CO/XO Lessons Learned

Surface Warfare Enterprise

- Sustained Performance at Sea is a must!
- Peer Breakouts are Key!
 - Rank Your Department Heads
- Don't Overlook Qualifications
- CO's Cumulative Average is a Measure!
- Post Dept Head at Sea Tours Make a Difference
- Early Rollers Performed Very Well
- Master's Degrees and JPME are a Plus

Board Statistics Show that the Community Message has been Consistent



Board Insights

Surface Warfare Enterprise

- Commander Command Board (DEC 05)
 - Demonstrated sustained superior performance as DH/XO/LCDR CO
 - Diversified and Enhancing Duty
 - OPNAV, Big Deck Amphibs, Numbered Fleets, Squadron Chief Staff Officer
 - Tie Breakers:
 - 0-3/0-4 CO, Grad Ed, Cmd Qual, Post DH/XO Sea Duty, Overseas, JPME
- Major Command Board (NOV 05)
 - Breakout in O-5 Command
 - Post Command Sea/Overseas tours
 - Post DH Shore Tours – Value Added for the Out Years
 - Diversified Assignments (including location)

Do Your Tours Build Towards the Jobs of Tomorrow?



Your Audience

Surface Warfare Enterprise

- Admin Boards for Community Milestones
 - Common Membership—"Speak the Same (SWO) Language"
 - Identify the Best Among Similar Careers/Records
 - Multiple Looks Allow Record to Develop Over Time
- Statutory Boards For Promotion
 - All URLs Represented—Little Commonality in Membership
 - Select the Best Among Dissimilar Career Paths—Fewer Performance Indicators/Discriminators
 - Selection Opportunity After In-Zone Look May Be Very Low

**Fitness Reports Must Serve Both Boards.
Screen The Best...Promote Success.**



Statutory Board Discriminators

Surface Warfare Enterprise

- Listed in General Order of Significance:
 - Meeting Milestones On Time
 - **1st FITREP bullet should include administrative screening**
 - **"LCDR Sailor Screened XO/CO Fleet Up on 1st Look!"**
 - Promotion Recommendation
 - **NAVADMIN 276/98 Removes O3 MP Limits**
 - **Movement Left Always Viewed Negatively**
 - Hard Breakouts/Movement to the Right
 - Trait Averages vs Reporting Senior Cumulative Average and Summary Average
 - **Detaching Average Above RSCA Expected**
 - Career Milestone Recommendations
 - **Specialty Career Path or Special Mission**
- **Recommendations Do Not Carry Promotion Weight**

Document Success At-Sea to Support Promotion



Department Head FITREPS

Surface Warfare Enterprise

- LCDR CO/XO and CDR CMD Screening
 - XO, LCDR CO, or Command Recommendations in Block 40
 - Breakouts. Manage the LORTARP to Provide Hard Break Opportunity, if Needed. Use Soft Breaks and Numerical Rankings. Indicate if Ranked with XO.
 - Trait Average vs RSCA is a Key Indicator; Use Wisely
 - Don't Recommend Milestone if Not Ready (But Continue to Recommend Promotion If Viable for O4)
- Support LCDR Selection & Beyond
 - No Limit on LT MPs! 'Promotable' Marks Will Not Compete
 - Movement to the Right and Increasing Trait Averages
 - Detaching EP Report Above RSCA Expected
 - Special Reports for Statutory Boards are Authorized; Use to Document Just-in-Time Arrivals

**Screen the Best. Promote Successful
Department Heads.**



XO and XO-SM FITREPS

Surface Warfare Enterprise

- CDR Command Screening
 - Glowing Recommendation for Command-at-Sea
 - Early and Consistent Block 40 Command Recommendations
 - EP, Above RSCA
- Support CDR Selection
 - Movement to the Right and Increasing Trait Averages
 - Detaching EP Reports Above RSCA Expected
 - Special Reports for Statutory Boards are Authorized. Use to Document Just-in-Time Arrivals. (May be Critical for XO-SM Officers, who are Typically Detailed Later)
 - Break-out Reports when Possible for XO-SM

Documented Success as XO or XO-SM Will Compete for Commander Selection



Good News Stories

Surface Warfare Enterprise

- Early Leadership!
- Command Opportunities
- Career Path Flexibility
- Retirement Plan
- Graduate Education Opportunities
- Bonuses / Career Pay
- Thrift Savings Plan
- Tri-Care for Life
- Annual Promotion & Longevity Pay Raises
- BAH Increases
- Family SGLI

It's a Great Time to Be a SWO! 8

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Questions and Answers